

6-Minute **Blast** CREW TALK SERIES

SUPERVISOR TRAINING GUIDE

About this training series

This Supervisor Training Guide has been developed for owners/supervisors as a training supplement to support effective training for the *Crew Talk* WorkSafeBC slide show series.

The purpose of this series is to improve safety in your shop, thereby reducing injuries and decreasing your WorkSafeBC premiums. The Crew Talk series provides supportive materials for you and your supervisors to motivate the shop crew to work safely. This series is not meant to replace your current orientation and training programs. Rather, it is meant to help you build on what is already working well in your workplace and to keep up the momentum of creating a safe working environment.

Leading safety by example — Owners

The majority of the responsibility for safety lies with the owner. If you want to maintain a profitable and productive shop, you need to ensure that your crew is adequately trained in safe work practices and properly supervised when carrying out their tasks. Read through the six tips on how to become an industry leader on safety at work.

1. Act like an industry leader

Before handing over the responsibility of leading the crew talks to one of your supervisors, you need to be prepared yourself. Read through the materials in advance and complete any checklists that are attached to each crew talk. Purchase, repair, or retrofit equipment and machinery to bring it up to the requirements of the Occupational Health and Safety Regulation.

2. Identify who will deliver the crew talk

Demonstrate you are committed to safe work practices by identifying a supervisor who will be committed to “walking the talk” and is dedicated to safety. Look for someone who is a good speaker, approachable, and able to demonstrate each safety procedure accurately and with confidence.

3. Protect your reputation

Hiring and keeping good employees is going to get tougher each year. Get a good reputation in your industry as a responsible employer who has a commitment to worker safety. This will help you keep your shop full of dedicated workers who are committed to quality workmanship.

4. Be proactive

Invite a WorkSafeBC occupational health and safety officer to your shop to do an inspection with you and to help prepare your shop for the crew talks.

5. Keep the ball rolling

After each crew talk make sure you and your supervisor follow up by walking around the shop floor unscheduled. This gives you an opportunity to observe whether your crew is practicing what they have been taught. Watch to see if they demonstrate safe work practices. If they do, make a point of giving them positive feedback. Likewise, correct unsafe work practices by demonstrating the correct way to do the task.

6. Never make assumptions

This is not an “I told you once” business. Repetition saves lives and injuries. Practice the attitude that training must be a habit in your shop. If you want to create good safety habits, then training has to be an ongoing process — daily, weekly, and monthly. Monitor your crew to make sure that the safety standards from the crew talks are maintained.

Safety on the job is everyone’s business

Employer role

It is your role as the owner/employer to ensure that all your employees have received adequate training. This includes equipping your shop according to the OHS Regulation and following up to see that your supervisor is carrying out all required training.

Supervisor role

It is your role as the supervisor not only to produce quality products in sufficient quantities, but also to supervise safety and follow up daily with your crew to ensure that safe work practices are followed.

Worker role

It is your crew’s role to know how to work safely, how to deal with incidents, and how to report unsafe conditions without consequences.

WorkSafeBC resources

Read the WorkSafeBC pamphlet *Safety on the Job Is Everyone’s Business: The Responsibilities of Employers, Supervisors, and Workers*. Visit WorkSafeBC.com for this and many other health and safety publications.

If you have questions, you can call the WorkSafeBC Prevention Information Line at 604 276-3100 in the Lower Mainland, or toll-free 1 888 621-7233 (621-SAFE) in B.C.



Instructions for using crew talk materials effectively

Crew talks are an effective tool to maintain worker awareness and commitment to safety in your woodworking shop. Do your best to hold crew talks on a regular basis to keep the momentum going and raise awareness for safety consistently.

Select a time of day that will be best for you to train and has the least effect on productivity. Crew talks are meant to be brief and will average 6–12 minutes depending upon the topic. They should never exceed 15 minutes.

Modify the materials to fit your own style of delivery and language. Make sure you keep the integrity of the key points outlined in the materials.

Each WorkSafeBC slide training program is supported with supplemental materials. The core headings in the box to the right may change periodically based on the crew talk objectives.

8 tips for a successful crew talk

1. Create a team atmosphere and find ways to create a safe workplace together.
2. Dispel the myth that “it won’t happen to me” from the shop floor. Insist that it can happen. Emphasize safety and more safety.
3. Discuss recent accidents and near misses in your shop to give the crew a reality check.
4. Don’t encourage or allow shortcuts, carelessness, or recklessness. The old saying “no news is good news” doesn’t apply when it comes to safety. If you don’t say anything you are condoning poor behaviour and creating unsafe habits for your crew.
5. Catch the crew doing things right. Express positive comments you may have about their safety performance.
6. Discuss the coming week’s (or day’s) work activities. Cover any hazards associated with these activities.
7. Take any chance you get to point out new or anticipated hazards that are relative to the physical site conditions or the work being done by others.
8. Encourage worker participation and contributions. Ask for the crew’s opinions and suggestions. Develop incentives to encourage safe working habits.

- **Supervisor impact and influence** — A quick reference guide to understanding the critical responsibility of the crew talk. An overview of the key message you are about to deliver.
- **How to deliver a crew talk** — Preparation work required before the crew talk can be given effectively. A simple list of discussion topics, suggestions, and key points to help you deliver your safety message.
- **Keep the ball rolling: Follow-up** — A short and concise tool based on four basic steps for effective follow-up with the crew after the initial talk. Motivate good behaviour and correct unsafe conditions by giving consistent feedback.
- **WorkSafeBC resources** — Refers to relevant publications and slide shows available from WorkSafeBC.com.
- **Record of crew talk** — Use this section to record attendance and ideas from the crew. Allow them to participate fully in the session — ask them for their comments, concerns, and opinions. At the end of the session, have each crew member print his or her name on the record sheet. Keep this record in a file. Share it with the WorkSafeBC officers during site visits. Make arrangements for crew members who miss the talk to watch the slide show and catch them up on the information.
- **Text boxes** — Quick reminders of resources, examples of accidents, and other critical points for you and your crew to pay special attention to.

Getting your point across — Training principles for delivering effective crew talks

1 Principle #1: Adults learn differently

When presenting crew talks, remember you are training adults who may be learning new skills or being reminded of previous skills. Adults are independent and come with a vast reservoir of experiences. Because of this previous experience, they learn quicker, especially if they can integrate these safety principles with their prior experiences. Strive to do this as much as possible.

In order for them to receive your safety message successfully, consider the five principles of how adults learn. Adults learn when they:

- understand clearly and concisely what you want them to do
- find purpose and meaning to what you are saying and how it applies to their job
- participate in the training by being asked for their input and opinions
- receive positive reinforcement when they do it right
- master the skill through repetitive practice

2 Principle #2: Involve by asking questions

This is the most important part of being a trainer. When you ask questions, you encourage the crew to be engaged in the learning process by getting them to think, problem-solve, and share ideas. The crew will learn best when they are involved in the training.

Be respectful of all questions and never answer with sarcasm. Don't assume that they should know the answers. Asking questions allows you to check for clarity and to test their knowledge on the topic. Training isn't as simple as a *do* and *don't* list. Getting training to stick and become a habit requires two-way communication between you and the crew. Follow these guidelines:

- ✓ Ask open-ended questions.
- ✓ Avoid close-ended questions.
- ✓ Probe to get more information.



Ask open-ended questions

Begin your questions with what, when, how, where, or why. Find solutions together by asking questions that will determine whether your message is getting across. Pick examples from your own shop to ask questions about. This brings the learning closer to home.

Examples of open-ended questions:

- When is it necessary to use a guard on a table saw?
- Why is a soft-wired lockout required?
- What types of equipment in the shop require lockout procedures?
- What went wrong that caused this near miss to happen?
- How does keeping our shop floor free from sawdust prevent accidents?

Avoid close-ended questions

Close-ended questions get short answers, often yes, no, or maybe. They limit conversation because the question stifles involvement. Sometimes they are valuable to check assumptions, but they should be used sparingly.

Examples of close-ended questions:

- Is it important to do lockouts on a jointer?
- Do you know what your responsibilities are as a worker according to the OHS Regulation?

Probe to get more information

An easy way to get the crew talking and sharing knowledge is to ask probing questions.

Examples of probing questions:

- Can you explain further why a guard is needed on this router?
- Can you tell us more about your experience of a near miss when you didn't do lockout?
- That's valuable information — can you please explain more about it?

Principle #3: Walk the talk — Be the example of what you train

- Don't assume that everyone in the shop already knows what you are going to train. Some of the crew may have never been told this information or they may have forgotten it.
- Don't expect everyone to grasp everything you say the first time and be able to practice it right way. Repetition, repetition, repetition.
- Be honest about what you know and don't know about the subject. Take the time to deepen your knowledge. Personalize your training with your own experiences to make it more interesting.
- Use the "Tell Me, Show Me" method.

Tell Me, Show Me training method

Tell the crew what you want them to know.

Show them what you are talking about. Let them practice and observe.

Tell them again what they did right and correct what needs improving.

Principle #4: Keep the ball rolling — Motivate good behaviour and correct unsafe conditions

As a supervisor, you are responsible to train your crew and correct unsafe work practices. You may have to supervise workers who are also your friends. This can be a difficult and uncomfortable situation, mainly because you may have to tell your friends what to do in order to protect their safety.

Remember, you are not doing your friends a favour by allowing them to develop unsafe working habits. This could lead to serious life-altering injuries, for them or workers around them. Show that you are a good friend and treat everyone with the same safety expectations.

Be vigilant in your supervision to ensure that safe work practices are followed. Remove any obstacles getting in the way of your crew following safe work practices. After each crew talk, use the four easy steps in this section to motivate good safety behaviour and correct unsafe work habits: observe, correct, support, and reinforce. Follow these guidelines:

- ✓ Observe work activity to ensure that safety requirements are being followed consistently and correctly.
- ✓ Correct unsafe work practices when they are observed.
- ✓ Support positive behaviours when safe work habits have been used.
- ✓ Reinforce safe work practices by presenting crew talks periodically and talking about safety daily.



OBSERVE work activity to ensure that safety requirements are being followed consistently and correctly.

- Make unexpected visits to the shop floor. Manage a safe business by walking around and observing.
- Be consistent with your visits so the crew will know you mean business.
- Stop and ask your crew questions to test their safety knowledge.
- Fix any unsafe conditions immediately.

SUPPORT positive behaviours when safe work habits have been used.

- Look for workers following safe work practices. Give immediate positive feedback to encourage this behaviour. Be specific.
- No news is **not** good news when it comes to creating a safe workplace. Speak up!
- Get in the habit of consistently talking up safety to the crew as a daily expectation.
- Create safety incentives to reward positive safety habits specific to your shop.

Examples: “Thanks for using a guard on the table saw when cutting” and “I appreciate you taking the time to lock out correctly.”

CORRECT unsafe work practices when they are observed.

- Stop your workers if they are not working safely.
- Tell them what you have observed them doing wrong.
- Show them by demonstrating the correct way.
- Check for understanding — have them show you they understand by demonstrating it back to you.
- Hold your crew accountable when they are not using safe work habits.

Example: “John, please stop working and let’s discuss why cutting without a guard can cause an injury.”

REINFORCE safe work practices by presenting crew talks periodically and talking up safety daily.

- Repetition of tasks done the safe way is your best training tool to create new habits.
- Keep bringing safety up as normal everyday shop talk.
- Discuss safety in production meetings, crew department meetings, and as you walk around the shop floor.
- Stock your shop with safety reminders in every area with high visibility. Order posters and pamphlets. Put safety magazines in the lunchroom.
- Be specific to meet your shop’s safety needs and machinery.

Everyone plays a role in being responsible for a safe workplace

Read through each statement and check off who is responsible for each task.

Task	Employer	Supervisor	Worker
Ensures that the crew is adequately trained			
Keeps the shop floor free of sawdust and debris			
Uses a push stick that has been provided			
Ensures that the correct guard is on the machinery when using it			
Provides guards for all equipment and machinery that require guards			
Asks if they don't know how to do something safely or asks for more training			
Supervises safety and takes corrective action when unsafe work practices are observed			
Makes sure adequate personal protective equipment is available			
Immediately reports and investigates incidents			
Wears the proper personal protective equipment that has been provided			
Provides adequate first aid facilities and services in the shop			
Reports any unsafe conditions to a supervisor immediately or corrects them themselves, if possible			
Trains the crew on how to use equipment they don't know how to use			
When seeing someone doing something unsafe, corrects them			
Takes initiative and makes suggestions to improve health and safety in the shop			
Trains the crew to follow safe work procedures			
Ensures that equipment and materials are properly handled, stored, and maintained			
Knows and follows health and safety requirements that affect the job			

Learning has taken place when you can see knowledge and skills being used consistently.