

DEPARTMENT: Construction Owners Association of Alberta
SUBJECT: Active Management Safety Participation – Tours, Walkabouts, Written Communications – Best Practice

1. PURPOSE

- To demonstrate line management support through positive behavior, active engagement with the employees performing the work, proper written communication and information sharing.
- To provide an informal forum with construction management where insight into the Environment, Health, and Safety (EHS) perspectives of the workers can be mutually shared without fear of reprisal.

1.1 Scope

The scope of this Standard encompasses active construction line management participation that contributes significantly to employee motivation and a positive job culture. Active management safety participation – tours, walkabouts, written communication, has been identified as one of the top ten (10) Leading Indicators developed through the Construction Owner’s Association of Alberta.

1.2 Responsibilities

The Chairperson of the Construction Owners Association of Alberta is responsible for identifying all active management safety participation types that will be produced by the Construction Owners Association.

The Lead Document Controller, Construction Owners Association of Alberta is responsible to ensure the documents are registered in accordance with the Association’s protocol and linked to the appropriate website portal.

Further, the Lead Document Controller is responsible for updating of this Standard as directed by the Chairperson of the COAA.

Senior construction managers are responsible to implement this Standard in their respective jurisdictions. It is a proven fact that active management safety participation can be an important indicator of an organization’s corporate culture. And positive corporate culture normally contributes directly to an organization’s overall success!

1.3 Definitions

Active – engaged in actions, activities, responsibilities, productive, rather than mere existence of state

Line Management – includes all senior, middle and front-line supervision.

Standard – criteria adopted by professional bodies to prescribe acceptable practice; standards are sometimes adopted by reference in statutes or regulations

2. STANDARD

- 2.1 The following “active management safety participation factors” shall be included within construction line management role definitions:

2.1.1 Regional Managers, Operations Managers, Construction Managers

The Project Regional, Operations, Construction Managers have the global responsibility for the engineering, procurement, construction, pre-commissioning, and upon request – “start-up standby” of the project; and prior to the start of the project are responsible to:

- provide leadership through positive behavior, EHS planning, written communications, tours, and walkabouts
- champion the communication of the EHS expectations to the project team on a personal basis
- measure the EHS accountability of all line management levels through personal monitoring of project EHS performance factors
- participate in a collective line management risk assessment of the scope of work for the project which includes identifying all applicable legislation
- ensure a hazard identification/analysis process is in place, prior to the start of the project
- ensure a contractor/subcontractor selection (EHS) process is in place, prior to the start of the project
- ensure a pre-hiring screening process (D&A) is in place, prior to the start of the project (as applicable)
- significantly contribute to the creation of a corporate culture where EHS is integrated into the daily business with the equal weighting factors associated to scheduling, productivity, quality, and cost effectiveness
- provide the physical, financial, and time management support necessary to execute the EHS management systems
- promote the Target Zero/Journey to Zero philosophy where incidents are an unacceptable consequence of the work performance
- provide positive EHS recognition for outstanding performance through a behavioral based safety recognition program
- ensure the performance of periodic employee perception surveys to determine the state of the EHS health
- submit a site specific EHS execution plan within a specified client time frame of award, or, prior to commencement of work

2.1.2 Project Manager

The Project Manager has the direct responsibility for the management of the scope of work and is directly accountable to the Construction Manager, with the following EHS expectations:

- demonstrate ownership, leadership through positive behavior, and actively participate in all aspects of the EHS management system – inspections, observations, written communications, information sharing, tours, walkabouts, positive recognition and employee perception surveys
- communicate the EHS responsibilities to each direct report on a personal basis
- measure EHS accountability of all reporting line management levels through personal monitoring of project EHS performance factors
- participate in a collective line management risk assessment of the scope of work for the project which includes identifying all applicable legislation
- ensure a hazard identification/analysis process has been completed/established for the project

- ensure a contractor/subcontractor selection (EHS) process has been completed/established for the project
- ensure a near miss/near hit reporting process has been established and is monitored for effectiveness
- ensure a focus (compliance) observation process has been established and is monitored for effectiveness
- ensure a pre-hiring screening process (D&A) is in place, prior to the start of the project (as applicable)
- ensure field level risk assessments (FLRA) are conducted prior to the start of new work/at the beginning of shift
- ensure a behavioral based observation process has been established and is monitored for effectiveness
- significantly contribute to the creation of a project culture where EHS is integrated into the daily business with the equal weighting factors associated to scheduling, productivity, quality, and cost effectiveness
- promote open communication, cooperation and trust between all stakeholders to optimize the project EHS objectives
- provide the physical, financial, and time management support necessary to execute the EHS management systems
- select contractors/subcontractors capable of complying with the EHS project expectations
- advise the contractors/subcontractors of site specific hazards that may impact their scope of work performance
- verify implementation of the contractor/subcontractor site-specific EHS plan
- monitor and commend/correct individual safety performance of all levels of management; contractors, subcontractors and workers
- monitor compliance to established EHS management system requirements and review findings accordingly
- take the opportunity to interact with all personnel concerning improvement of procedures/safe work practices
- in conjunction with the EHS Manager/Specialist, establish a frequency for EHS management system audits, and actively participate
- use EHS compliance as a measure of line supervision and contractor management effectiveness
- lead and/or participate in the investigation of major/unacceptable incidents
- implement a recommended tracking system where all EHS action items can be systematically monitored to acceptable completion status
- promote the Target Zero/Journey to Zero philosophy where incidents are an unacceptable consequence of the work performance
- provide positive EHS recognition for outstanding performance through a behavioral based safety recognition program
- ensure the performance of periodic employee perception surveys to determine the state of the EHS health
- act as the project's representative when dealing with any legislative regulators
- ensure all documentation control requirements under applicable legislation, due diligence, and EHS programs are in place and secure for inspection
- actively support the EHS personnel assigned to the project within their roles of advisor, monitor, resource, and auditor

2.2 Field Supervision – Superintendent, General Foremen, Supervisors/Foremen

This level of management is responsible for the daily, direct supervision of the “hands-on” workers. They are responsible to plan and organize the work within a safe a

healthy working environment, according to schedules and within planned cost estimates.

The EHS responsibilities of these positions are:

- become knowledgeable in the EHS management systems and individual responsibilities, as identified for the work to be performed
- communicate the EHS responsibilities to each direct report on a personal basis
- demonstrate ownership, leadership through positive behavior, and actively participate in all aspects of the EHS management system – inspections, observations, written communications, information sharing, tours, walkabouts, positive recognition and employee perception surveys
- measure EHS accountability of all reporting line management levels through personal monitoring of project EHS performance factors
- participate in a collective line management risk assessment of the scope of work for the project which includes identifying all applicable legislation
- ensure the pre-hiring, pre-access screening process (D&A) is actively complied with (as applicable)
- ensure the hazard identification/analysis process established for the project is actively complied with, and monitored for effectiveness
- ensure the near miss/near hit reporting process established for the project is actively complied with, and monitored for effectiveness
- ensure the focus (compliance) observation process established for the project is actively complied with, and monitored for effectiveness
- ensure field level risk assessments (FLRA) are conducted, prior to the start of new work/at the beginning of shift
- ensure the behavioral based observation process established for the project is actively complied with, and monitored for effectiveness
- significantly contribute to the creation of a project culture where EHS is integrated into the daily business with the equal weighting factors associated to scheduling, productivity, quality, and cost effectiveness
- promote open communication, cooperation and trust between all stakeholders to optimize the project EHS objectives
- ensure that all the crew workers know and understand their specific EHS responsibilities and are held accountable for their behaviors
- ensure that all workers are fit for work and competent to perform their assigned tasks
- ensure the proper equipment and materials are readily available to the workers
- ensure that pre-use checks are performed on equipment and materials to verify safe status for usage
- identify and evaluate EHS issues during the pre-planning of scheduled work, and establish acceptable controls to create a safe working environment
- participate in the pre-job planning and Job Hazard Analysis (JHA) on all new or potentially hazardous work (Field Level Risk Assessment)
- supervise the workers to ensure compliance to the project management system policies, standards, procedures, safe work practices, rules
- implement action plans to correct reported or observed unacceptable physical conditions or unsafe work practices, at-risk behaviors
- enforce EHS related work rules, and take action to ensure compliance
- conduct serious/minor incident investigations, EHS meetings, toolbox meetings, pre-job meetings for each new task, and prepare all required reports for submission, approvals, record keeping
- know and understand line management specific roles and responsibilities in potential emergency situations

- verify or provide adequate training, training resources to line specific workers to ensure they are competent to perform their required tasks
- maintain all formal/informal documentation of EHS activities to support performance requirements, be readily available for audit purposes, and to confirm a due diligence position, if required
- promote the Target Zero/Journey to Zero philosophy where incidents are an unacceptable consequence of the work performance
- provide positive EHS recognition for outstanding performance through a behavioral based safety recognition program
- actively participate in the performance of periodic employee perception surveys to determine the state of the EHS health
- actively support the EHS personnel assigned to the project within their roles of advisor, monitor, resource, and auditor

2.3 Loss Control Activity Calendars

Line management activity calendars shall be developed, prior to commencement of the project. They must encompass each line specific management activity, the frequency, a tracking mechanism to measure stewardship, and a one-up management monitoring signature within specific time frames.

3. IMPLEMENTATION

Senior construction management of their respective companies shall ensure implementation of this Standard within their areas of accountability.

4. INTERPRETATION AND UPDATING

The Safety Chairperson of the Construction Owners Association of Alberta shall ensure interpretation and updating of this Standard.

5. APPROVED BY

Peter Dunfield
 Safety Chairperson
 Construction Safety Association of Alberta (COAA)