

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 Supervisor 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

- 1) **Poor** -- For the most part the foreman is not performing up to expectations. Remedial action is required.
- 2) **Below Average** -- Foreman occasionally takes responsibility and performs effectively but over-all expectations are not being met. Retrain and instruct the employee on improvements needed to achieve at least an Average rating.
- 3) **Average** -- Meets expectations consistently. Additional training and expectations needed to achieve at an Above Average level should be discussed.
- 4) **Above Average** -- Exceeds expectations occasionally. With additional training and motivation could achieve excellent rating within one year.
- 5) **Excellent** -- Exceeds expectations consistently. 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/incidents 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. Takes the initiative in notifying management of persistent deficiencies.	1 2 3 4 5	Comments:
6. Performs new employee orientation and follows up with the new employee to ensure safe practices are adhered to. Takes corrective action when necessary to re-enforce safe job practices. Makes no assumptions concerning an employees' skills.	1 2 3 4 5	Comments:
7. Sets a good safety example for all employees.	1 2 3 4 5	Comments:
8. 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:
9. Conducts appropriate meaningful tool box talks encouraging the employees to participate and offer suggestions.	1 2 3 4 5	Comments:
10. Is knowledgeable in OSHA compliance and continues to demonstrate a willingness to stay abreast of OSHA issues.	1 2 3 4 5	Comments:
11. <u>Accident Experience</u>	1 2 3 4 5	Comments:
<u>Frequency / Severity - # of accidents</u>		
<u># of lost work days</u>		
<u>Frequency - # of first aid cases</u>		
<u>Property Losses - # ---- /\$ 12.</u>		
Experience modification reduction	1 2 3 4 5	Comments:
ACTION PLAN:		