



TOOL BOX TALKS



INTRODUCTION

These toolbox talks were put together especially for the fire sprinkler contractor. Their purpose is to assist sprinkler contractors in their efforts in preventing and controlling losses through continuous safety training. The topics address the exposures sprinkler contractors face on a daily basis and proportionately reflect the loss trends of sprinkler contractors for the period 1/97 – 12/07.



The AFSA and OSHA Alliance provide an opportunity to participate in a voluntary cooperative relationship with OSHA for purposes such as training and education, outreach and communication and promoting a national dialogue on workplace safety and health.

These Alliances have proven to be valuable tools for both OSHA and its Alliance participants. By entering into an Alliance with a party, OSHA is not endorsing any of that party's products or services; nor does the Agency enter into an Alliance with the purpose of promoting a particular party's products or services.

Through OSHA's Alliance Program this Tool Box Talks was developed as a product of the OSHA and AFSA Alliance for informational purposes only. It does not necessarily reflect the official views of OSHA or the U.S. Department of Labor.
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HOW TO GIVE A TOOL BOX TALK

Communication is one of the best ways to prevent accidents. And one of the best ways of communicating the importance of safety on a construction job is through toolbox talks. You don't have to be a professional speaker to give a good toolbox talk. But there are ways you can make your talks more effective. Let's take a look at them.



THE AGENDA

Know your topic and plan your agenda a few days before the meeting so you're well prepared. (Be able to present the talk without reading it and lead a discussion afterward.) Wherever possible, use actual equipment to illustrate your points. Coordinate handout literature or other material you intend to use at the meeting.

Limit the length of your presentation. Given your operation, you would be the best judge of how much time to set aside. Generally speaking, a half-hour is adequate. Allow for questions and answers afterwards—about 15 minutes.

Use visual examples. There's something to be said for seeing is believing. If you're talking about ladders, have one handy so that you can point out such things as loose rungs or split side rails. If you plan to talk about the danger of using patched up hand tools, show a few samples. Consider a chisel with a mushroomed head or a hammer with a taped handle.

Do a wrap-up. Reinforce the important points brought out during the meeting. Thank your staff for their interest and enthusiasm.

THE FORMAT

Start the meeting out on a positive note. After welcoming your staff, promote teamwork and how toolbox meetings not only provide valuable information but also give everyone the opportunity to get together and exchange ideas. Be sure to compliment a job well done. Morale plays a bigger part than people think in affecting safety, productivity and job satisfaction.



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Keep it informal. Even though you may be using this resource as well as others, use your own words in making the actual presentation. For effective and rewarding results, do what's comfortable for you.

Invite people to participate. The purpose of any toolbox talk is to get people to think about safety problems. Make the talk a hands-on session. Have your people name hazards and what to do about them. Encourage them to offer suggestions to improve safety. When asking questions, use open-ended questions instead of questions that require only a yes or no answer.

THE TOPIC

Choose timely topics. Gear your talks to safety problems you are encountering at the moment or that you anticipate in upcoming jobs.

- Review recent injuries— What happened? Why did it happen? What should have been done?
- Review recent safety violations— What was the violation? What hazard did it create? What injury could have occurred?
- Review upcoming work schedule— What hazards are you concerned about? What safety equipment should be used? What procedures should be followed?

THE PLACE AND TIME

Hold the meeting in your work area first thing in the morning or immediately after lunch when the workday will least be interrupted and the work area relatively quiet.

Hold a toolbox meeting once a week to reinforce your company's philosophy that job safety is important.

Toolbox talks will help you in the daily operations of your business. Keep them handy. Like any tool, they can't help unless you use them.



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SIGN-IN SHEET

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

ITEMS DISCUSSED:

PROBLEM AREAS OR CONCERNS:

ATTENDEES:

COMMENTS:



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JOB SITE FOREMAN SAFETY RESPONSIBILITIES

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 depends on 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 if they 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, formen play the most critical role. As the principal representative of management seen daily by the workers performing the actual construction work, a supervisor 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.

It is essential that the supervisor who has overall responsibility for the production, quality, cost, and scheduling of a project also be held principally accountable for job site safety. As the company representative on the job site for management, the supervisor 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 coverage, 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.



FOREMAN SAFETY RESPONSIBILITIES

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The foreman's key safety 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 that apply to the hazard.
- . **• Site Safety Compliance** – The foreman 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 tool-box 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., tool-box meetings) to familiarize crewmembers with safety performance indicators, lessons learned from previous accidents, and other pertinent information that will promote work safety.



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- **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 supervisor safety goals. Some measurable goals include: experience modification reduction, Lost Workday Injury Rate (LWDIR), 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 Supervisor should be given this scorecard 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.

SAFETY SCORE CARD On the next page, rate the foreman in each category based on the above scoring. Offer constructive comments as warranted



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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 employee's 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. Accident Experience Frequency - # of accidents _____ Severity - # of lost work days Frequency - # of first aid cases _____ Property losses - # _____/ \$ _____	1 2 3 4 5	Comments:
12. Experience modification reduction	1 2 3 4 5	Comments:
ACTION PLAN:		

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