



# Managing And Supervising Safely Warehouse

**STUDENT GUIDE**



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# Managing And Supervising Safely Warehouse

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# Contents

## Module 1 – Supervisor Responsibilities

1.1.	Introduction	10
1.2.	Learning Outcomes	10
1.3.	Who is a supervisor?	10
1.4.	Guided Activity – Defining Supervisory Roles in a Warehouse	11
1.5.	Legal Responsibilities of a Supervisor	11
1.6.	Guided Activity – Legal Responsibilities	12
1.7.	Relevant Company Policies and Procedures	14
1.8.	Guided Activity – Reviewing Policy and Procedure	15
1.9.	Truck Stop	16

## Module 2 – Toolkit for Safety Management

2.1.	Introduction	18
2.2.	Learning Outcomes	18
2.3.	Orientation and Training	18
2.4.	Guided Activity – Training Activity	22
2.5.	Worker Observations	24
2.6.	Guided Activity – Worker Observations	26
2.7.	Workplace Inspections and Hazard Control	27
2.8.	Guided Activity – Inspections and Hazard Control	30
2.9.	Pre-work Meetings	32
2.10.	Guided Activity – Pre-work Meeting Practice	34
2.11.	Truck Stop	35

## Module 3 – Documentation and Due Diligence

3.1.	Introduction	38
3.2.	Learning outcomes	38
3.3.	Due Diligence	39
3.4.	Documentation for Warehouse Supervisors	39
3.5.	Guided Activity – Due Diligence	41
3.6.	Truck Stop	42

## Module 4 – Incident Response and Investigation

4.1.	Introduction .....	44
4.2.	Learning Outcomes .....	44
4.3.	Incident Reporting .....	44
4.4.	Emergency Response .....	45
4.5.	Incident Investigation .....	46
4.6.	Guided Activity – Incident Reporting and Investigation .....	48
4.7.	Truck Stop .....	50

## Preface

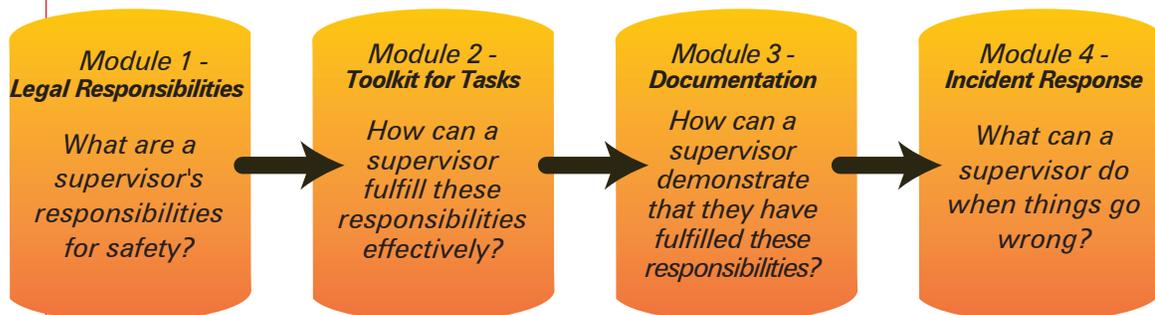
The Trucking Safety Council of British Columbia (TSCBC) is the certifying partner for the Certificate of Recognition (COR) program for the General Trucking and Moving and Storage industries. As part of this program, TSCBC offers Occupational Health & Safety training courses, including this one. Welcome to Supervising Safely in Warehouses.

## Course Description

This course is aimed at new or returning supervisors working in a warehouse environment. Managing safety is a core element of a supervisor's role and being responsible for safety in a warehouse is a challenge.

A warehouse is a dynamic work environment where site conditions can change quickly, requiring strong hazard management. As well, workers come and go frequently, and the supervisor must ensure adequate ongoing training and orientation so that everyone on site can work safely.

This course provides supervisors with a toolkit of skills for managing safety on a day to day basis in a warehouse. Participants will gather techniques for conducting the key tasks in safety management, including orientation and training, site and worker inspections, incident response, and documentation and reporting.



In each section of the course, participants are encouraged to combine these techniques with a working knowledge of their own companies' relevant policies and procedures. As a result, as supervisors their approach will be effective and consistent with company practice.

## Course Goals

The course is organized around four modules that cover the four core goals. By the end of the course, participants should be able to:

1. Understand the supervisor's legal responsibilities for safety, and how to use company specific policy and procedures to fulfill these responsibilities.
2. Explain how to conduct effective and compliant training and orientation, pre-work meetings, site assessments and worker observations.
3. Identify all the reporting and communication tasks necessary to ensure due diligence through documentation.
4. Explain how to respond to safety incidents, following all legal requirements and company policy.

## Evaluation

Self-evaluation with module quizzes (Truck Stops) and a final quiz at the completion of the course.

## How to Use this Guide

### **As a learning guide:**

During the course, follow along through each module as the facilitator covers the course material.

### **As a review tool:**

During and after the course, use the quiz questions (Truck Stop) at the end of each module to measure what you have learned.

### **As a reference:**

Use this book as a source of information when you are on the job.



# Module 1 – Supervisor Responsibilities



## 1.1. Introduction

Supervisors play a critical role in ensuring safety in the workplace. They are responsible for both instructing and monitoring workers and, as such, they have a direct influence over both the culture of safety on a work site and the knowledge workers have about safety practices and procedures.

To fulfill their role effectively, supervisors must have a strong knowledge of their legal responsibilities for safety. They must also have a deep knowledge of specific company policy and procedure relevant to safety management. With this knowledge, they will be able to instruct and monitor workers effectively to ensure a safe work environment.

This module outlines what supervisors need to know in order to manage safety effectively. This includes knowing both legal responsibilities and all relevant and specific company policies and procedures.

## 1.2. Learning Outcomes

**By the end of this module, participants should be able to:**

1. Explain a supervisor's legal responsibilities for safety.
2. Describe relevant company policy and procedure regarding safety management.

## 1.3. Who is a supervisor?

A supervisor is "a person who instructs, directs and controls workers in the performance of their duties." (WCA). Notice that the emphasis in this definition is the on the tasks and responsibility of the person, not their title.

In fact, many people work in a supervisory role without realizing that legal responsibilities apply to them. Many, working in supervisory roles, may not carry the title of supervisor or manager, but they are still responsible for instruction and conduct related to safety in the workplace.

In some cases, supervisory responsibility is given on a part time or short term basis due to leave or illness. In other cases, the company structure assigns these responsibilities without the title of supervisor. Basically, anyone who provides instruction, direction and has control over other workers is acting in a supervisor capacity and is bound by legal responsibilities.

## 1.4. Guided Activity – Defining Supervisory Roles in a Warehouse

### Introduction

It is important that participants understand not only the scope of their own supervisory responsibility, but also who else in their environment fits within this role.

### Instructions

As a group, discuss the role of supervisor. Who is a supervisor? Bring in examples from your own work to develop a list of roles that fit the category of supervisor. You can note the different positions in the table below and explain why that role is a supervisory role.

In addition, as a group, share examples of when you or someone you know may have been working in a supervisory role, but did not realize it. What might be the consequences of this type of situation?

Roles with supervisory responsibilities	Explain why

## 1.5. Legal Responsibilities of a Supervisor

The responsibility of supervisors is to take reasonable steps to ensure the safety of workers is entrenched in multiple legal contexts. Federally, the Canadian Criminal Code, the Canada Labour Code, and the Canadian OHS Regulations all state the expectation that supervisors take steps to protect worker safety and outline the personal liability of supervisors who fail to do this. Supervisors are subject to the possibility of fines and even jail time should they fail to act to protect workers from harm.

The legal responsibilities of a supervisor for safety are thus serious. But what constitutes reasonable steps towards ensuring the safety of workers? How can a supervisor know what they are expected to do?

This section of the course outlines the basic tasks and responsibilities for supervisors. The next section introduces due diligence – a way for supervisors to evaluate their performance to ensure compliance.

In BC, the Workers Compensation Act provides a clear list that helps define the specific responsibility of supervisors towards safety. This information is in Table 1 and can be grouped into three core categories:

1. Supervisors must inform and train workers adequately to ensure they can do their job safely.
2. Supervisors must supervise and control both workers and the work environment to ensure safe working conditions.
3. Supervisors must have deep knowledge of all legal and company regulations, OHS programs and policies, and site specific hazards

Table 1: WCA Supervisor Responsibilities

<b>Supervisor Legal Responsibilities From the Workers Compensation Act, Sections 115 and 117</b>
<b>Supervisors must fulfill these employer requirements:</b>
<ul style="list-style-type: none"><li>• Ensure the health and safety of all their workers and any other workers on their site</li><li>• Remedy conditions that are hazardous to workers</li><li>• Ensure workers are made aware of all known or reasonably foreseeable hazards</li><li>• Establish OSH policies and programs</li><li>• Ensure PPE and protective devices and clothing are provided and maintained in good condition</li><li>• Provide employees with information, instruction, training and supervision necessary to carry out their work and to ensure the health and safety of other workers at the workplace.</li><li>• Consult and cooperate with the joint committee and worker H&amp;S representatives for the workplaces</li></ul>
<b>Supervisors must also:</b>
<ul style="list-style-type: none"><li>• Ensure H&amp;S of all workers under direct supervision of supervisor</li><li>• Be knowledgeable for the WCA and regulations</li><li>• Ensure workers comply with regulations</li><li>• Ensure workers made aware of known and foreseeable hazards</li></ul>

## 1.6. Guided Activity – Legal Responsibilities

### Introduction

Supervisors have a lot to do each day and prioritizing tasks can be a challenge. Part of being an

effective supervisor is understanding your legal responsibilities and how you can meet these on a day to day basis.

**Instructions**

1. In groups, begin by making a list of the core tasks a supervisor might do on a daily basis working in a warehouse. These tasks might not have any obvious connection to safety. This list will vary, of course, from site to site and job to job. The goal is to have a basic list of tasks that need to be done.
2. Now, using the information in Table 1, make connections between the tasks and the legal responsibilities. Different day-to-day tasks might fulfill multiple safety obligations.
3. Now consider how those tasks are done. Using personal experience, consider how each task is done on a day-to-day basis. Which tasks take priority? Which ones are forgotten? Reflect on the consequences for safety. Are opportunities for safety missed because of how tasks are completed or valued in the workplace?
4. Finally, reflect on the information in Table 1. Is there information there that your group has not mapped to the daily task list for supervisors? Why has it not been included? How could it be included in a supervisor’s day-to-day role?

Use your reflections here as you go into Module 2 of this course. Module 2 will go on to provide tools for completing these daily tasks with safety in mind.

1. Supervisor’s Day to Day Tasks	2. Link to Responsibilities from Table 1.	3. How do these tasks get done? Consequences for safety?

## 1.7. Relevant Company Policies and Procedures

In Activity 1.6, you were asked to reflect on how well your legal responsibilities as a supervisor are fulfilled while completing day-to-day tasks. This section provides specific guidance on the documents and procedures available in a company to assist supervisors with fulfilling their safety responsibilities.

As you review these resources, consider the gaps you identified in the activity above. Where is it most difficult to cover your safety responsibilities? Concentrate on identifying the examples of company resources that could help fix this gap.

Table 2 provides a list of company policies and procedures that supervisors can and must use to guide them in fulfilling their responsibilities. Some of these, such as the PPE policy, may be in daily use at your worksite. Others might be less familiar.

Table 2: Relevant Policies and Procedures

Supervisor Legal Responsibilities	Company Knowledge and Tools needed to fulfill these responsibilities
Supervisors must fulfill these employer requirements:	
Ensure the health and safety of all their workers and any other workers on their site	<ul style="list-style-type: none"> <li>• Health and Safety Policy Statement</li> <li>• Hazard Identification policy and Process</li> <li>• Orientation requirements for workers and visitors.</li> <li>• Incident Reporting Requirements</li> <li>• Joint Health and Safety Committee</li> <li>• Inspection programs</li> <li>• Written Safe Work Procedures</li> </ul>
Remedy conditions that are hazardous to workers	<ul style="list-style-type: none"> <li>• Hazard Identification Policy and Process</li> <li>• Inspection Procedure</li> <li>• Corrective Action Tracking</li> <li>• Hazard Reporting Policy</li> </ul>
Ensure workers are made aware of all known or reasonably foreseeable hazards	<ul style="list-style-type: none"> <li>• Orientation and Training Policy</li> <li>• Worker Consultation Records</li> <li>• PPE Policy</li> </ul>
Maintain, use and enforce OSH policies and programs	<ul style="list-style-type: none"> <li>• Company OHS policy and procedures</li> </ul>

Ensure PPE and protective devices and clothing are provided and maintained in good condition.	<ul style="list-style-type: none"> <li>• PPE Policy</li> <li>• Training Policy</li> </ul>
Provide employees with information, instruction, training and supervision necessary to carry out their work and to ensure the health and safety of other workers at the workplace.	<ul style="list-style-type: none"> <li>• Orientation and Training Policy</li> </ul>
Consult and cooperate with the joint committee and worker H&S representatives for the workplaces	<ul style="list-style-type: none"> <li>• Joint Health and Safety Committee</li> </ul>
Supervisors must also:	
Ensure H&S of all workers under direct supervision of supervisor	<ul style="list-style-type: none"> <li>• Worker Observations Procedures</li> <li>• Inspections Policy</li> <li>• Hazard Identification Policy and Procedure</li> </ul>
Be knowledgeable for the WCA and regulations	<ul style="list-style-type: none"> <li>• WCA and relevant Regulations</li> </ul>
Ensure workers comply with regulations	<ul style="list-style-type: none"> <li>• Worker Observations Procedure</li> <li>• Training and Orientation Policy</li> </ul>
Ensure workers made aware of known and foreseeable hazards	<ul style="list-style-type: none"> <li>• Worker Observations Procedure</li> <li>• Training and Orientation Policy</li> </ul>

A supervisor must complete multiple and diverse types of tasks throughout any given day. Table 2 indicates the wide range of knowledge that the supervisor must be able to apply while completing these varied tasks. As a result, it's important that the supervisor be familiar with all of the relevant policies and procedures before facing situations on the job to ensure safety issues are covered well.

## 1.8. Guided Activity – Reviewing Policy and Procedure

### Introduction

While a supervisor should know all of the relevant policies and procedures listed in Table 2, factors often arise to make this a challenge. These factors can include lack of experience or training

for the supervisor, as well as gaps in the company’s available material. A supervisor cannot apply a policy or procedure that does not exist.

### Instructions

As a group, reflect on and share your own experiences in gaining knowledge of the policies and procedures listed in Table 2.

1. Are there particular policies and procedures that tend to be unavailable or unclear?
2. Are there particular policies and procedures that are a challenge to follow? Why?
3. What happens when the information you need on how to do something is not available? Can you think of an example of when this may have affected safety on the work site?

## 1.9. Truck Stop

Use your course book and any notes you have taken to answer the following questions. When everyone is finished, the instructor will review the answers.

#	Question	Answer Space
1.	Who is considered to be a supervisor?	
2.	Under the law, in what way are supervisors responsible for training and orientation?	
3.	What company policies or procedures would be relevant to a supervisor who wants to address hazards on the work site?	
4.	What company policies or procedures must a supervisor follow when recording a safety incident?	

# Module 2 – Toolkit for Safety Management



## 2.1. Introduction

Module 1 outlines the supervisor's responsibilities to inform and train, to supervise and control both workers and environment, and to enforce company policy and procedure.

Understanding these responsibilities is the first step. Fulfilling them on a day-to-day basis can be a challenge. This module provides a toolkit of practical tips for supervisors as they complete these responsibilities. The module contains guidance and checklists for conducting training and orientation, pre-work meetings, site inspections, hazard response, and worker observation.

## 2.2. Learning Outcomes

**By the end of this module, participants should be able to:**

1. Explain the criteria for effective safety orientation and training
2. Understand how to conduct formal and informal worker observations
3. Identify and control common warehouse hazards
4. Understand how to conduct formal and informal site inspections
5. Understand how to conduct an effective pre-work meeting

## 2.3. Orientation and Training

### Goal and Importance

Orientation and training are often the first opportunity a supervisor has to give direction to new workers and so set the tone for safety. Subsequent training can reinforce a strong expectation of a safety culture.

The goal for orientation is to ensure that new and returning workers have all the information they need to work onsite safely and effectively, and in compliance with all legal and company expectations.

The goal for training is to ensure that workers are given the skills they need to do a job competently in accordance with all relevant regulation and safe work procedures.

## Legal Requirements

1. Orientations are required for new and returning workers. Generally, anyone who has been away from work for more than six weeks should have an orientation before returning to the job site. In a warehouse environment, temporary workers often come and go and supervisors face the challenge of monitoring the work force to ensure that every worker on site has had recent orientation before they begin work.
2. Supervisors are legally required to ensure that workers are trained in the jobs and tasks they are doing. Sometimes supervisors will give training, but ultimately they are gatekeepers, ensuring that no one is working under their supervision without adequate training.

## Company Policy and Procedure

Relevant company information will include:

- Orientation policy and procedures
- Orientation packages with detailed information
- Training policies and tracking programs
- Written safe work procedures specific to the warehouse site

## Orientation Tips

New and returning workers are given both a general company orientation, which will include HR and job detail information, and a site-specific orientation that covers safety.

Supervisors play a critical role particularly in the site-specific orientation. Supervisors must ensure that new and returning workers have adequate information to work safely on the specific job site. Table 3 provides some tips for ensuring the orientation planning and practice runs smoothly. As you review them, make some notes about relevance to your own situation.

*Table 3: Orientation Tips*

Orientation Tips		Notes
Ensure clear responsibility for orientation materials	As a supervisor in your current position, do you know when you are responsible for orientation and what it should include?	
Monitor and document who has received orientation and when.	<p>Have a system for tracking orientation</p> <p>Ensure that each day everyone on the floor has been given orientation, especially if the warehouse uses contract workers</p>	
Review orientation material on a regular basis.	<p>Have site conditions changed?</p> <p>Have work policies or procedures changed?</p> <p>Have reporting practices changed?</p>	
Take time in delivery of orientation material	<p>Set the tone for safety by making orientation a worthwhile priority</p> <p>Give workers lots of opportunity to ask questions and clarify information related to safe work practices</p>	

Table 4 is a checklist of information that workers must have before they start work on any given day. Supervisors must ensure both that every worker gets an orientation and that the orientation provides all of the information on the checklist.

Table 4: Orientation Checklist

Site Specific Orientation Information	
	Basic site rules and policies such as entry / exit procedures, smoking areas, what you can't do and what you must do
	Emergency response procedures
	How to obtain first aid and first aid location
	Introduction to the supervisor
	Incident reporting requirements
	Clear explanation and demonstration of your task and duties
	Personal protective equipment required
	Known and foreseeable hazards
	Any specific written procedures, such as lock-out
	Anything else that is not clear

### Training Tips

Supervisors can have varying responsibilities when it comes to training. Sometimes they must provide formal training on particular tasks or jobs. At other times, they provide training on a more informal as needed basis during the day. Ultimately, supervisors are responsible for ensuring that workers have the skills they need to do the job they are doing.

The tips in Table 5 can provide some support. As you review them, make some notes about relevance to your own situation.

Table 5: Training Tips

Training Tips	Notes
Ensure clear responsibility for training schedule	<ul style="list-style-type: none"> <li>Do you know when you are responsible for training and what it should include?</li> <li>Do you know the required training schedule for workers and jobs under your care?</li> </ul>
Monitor and document who has received training and when.	<ul style="list-style-type: none"> <li>Document all training, both formal and informal.</li> <li>Use the company's system for tracking training,</li> </ul>
Review training materials such as safe work procedures on a regular basis.	<ul style="list-style-type: none"> <li>Are materials such as safe work procedures up to date?</li> <li>Have site conditions changed?</li> <li>Has the nature of the task changed?</li> </ul>

Take time in delivery of training material	<ul style="list-style-type: none"> <li>• Set the tone for safety by making training a priority</li> <li>• Give workers lots of opportunity to ask questions and clarify information related to safe work practices</li> <li>• Training is both a formal event and an ongoing activity. Take time to guide and <i>train</i> workers as needed either during or as follow up to observations.</li> </ul>	
Make training a shared priority at work	<ul style="list-style-type: none"> <li>• Encourage your workers to help each other to learn and follow safe work procedures</li> <li>• Pair new and experienced workers together</li> </ul>	

## 2.4. Guided Activity – Training Activity

### Introduction

Supervisors do not always deliver formal training for their workers. Training such as for a forklift operator’s license, for example, is formalized and often contracted out. However, supervisors must always follow up on training to ensure compliance, to correct any issues and document any recommendations for future observation and training.

### Instructions

Work in small groups to assess the training needs and follow up for the scenarios below. For each scenario:

- List what training is needed
- How it will likely be delivered
- How the supervisor would monitor the worker after training

### Scenario 1

**A new worker has arrived. This worker is general labour, and has been hired to move freight around the warehouse.**

What training will this worker require?

How will this training be delivered?

How should the supervisor monitor the training in subsequent weeks?

### Scenario 2

**A worker who has been in the warehouse for a few years now wants to be a forklift operator.**

What training will this worker require?

How will this training be delivered?

How should the supervisor monitor the training in subsequent weeks?

### Scenario 3

**You have identified a worker who can provide relief supervision when you or other supervisors go on holiday.**

What training will this worker require?

How will this training be delivered?

How should the supervisor monitor the training in subsequent weeks?

## 2.5. Worker Observations

### Goal and Importance

Formal and informal worker observations are a core element of the supervisor's ability to monitor, ensure and promote safety on the floor. While training and orientation are critical, the immediate feedback at the moment when a task is being undertaken is necessary to change behaviors.

Observation of good or bad behaviors opens an opportunity for some coaching. Communicating both positive and corrective messages, can make a substantial impact on the safety culture.

### Legal Requirements

Worker observations provide an opportunity to:

- Ensure workers have adequate supervision and instruction to carry out their work safely and in compliance with all regulations and company policy.
- Company Policy and Procedure

Relevant company policy and procedures might include:

- Inspection policy
- Training policy
- Worker observation policy

### Worker Observation Tips

In practice, the success of worker observations depends a lot on tone and a commitment to reinforcing the messages of a safety culture.

Table 6 provides some practical tips to achieve this goal. Use the notes column to reflect on your own practice as you read through.

Table 6: Worker Observation Tips

Worker Observations Tips	Notes	
<p>Prepare ahead of time</p>	<ul style="list-style-type: none"> <li>• Know who you are going to be observing and the type of observation (e.g. new worker, regular observation, etc.)</li> <li>• Review the applicable written safe work procedures and checklist.</li> <li>• Review company observations policy(ies).</li> <li>• Let the worker know you will be observing them.</li> <li>• Verify worker is trained or is being trained in the job they are conducting.</li> </ul>	
<p>Perform the observation</p>	<ul style="list-style-type: none"> <li>• Observe from a position out of harm's way.</li> <li>• Compare worker's activities to (written) safe work procedures</li> <li>• Note any non-compliances AND positive observations.</li> </ul>	
<p>Review with worker</p>	<ul style="list-style-type: none"> <li>• Review the findings with the worker immediately.</li> <li>• Ask them if they have any questions, comments or concerns. Document them!</li> <li>• If necessary, schedule a follow-up observation.</li> </ul>	
<p>Document</p>	<ul style="list-style-type: none"> <li>• Record the observation. If your company has a form, use it, if not, use your supervisor journal.</li> <li>• Consider having the worker sign or initial the observation.</li> <li>• Provide a copy to the H&amp;S rep or JHSC for review.</li> </ul>	
<p>Review</p>	<ul style="list-style-type: none"> <li>• Review completed observations and look for trends and any potential changes to written safe work procedures or company processes.</li> </ul>	

## 2.6. Guided Activity – Worker Observations

### Introduction

A challenge with worker observations is for a supervisor to be experienced enough to be able to identify safety issues and compliance problems in a range of working situations. Familiarity with safe work procedures for all areas of supervision is necessary.

### Instructions

Complete a worker observation on the worker driving the forklift in the photo below. Assess the photo, and complete the worker observation form. Compare your observations to those of other participants.

Figure 1: Forklift © [2010] WorkSafeBC

Source: <http://www2.worksafebc.com/Publications/Multimedia/PastPhotos.asp?ReportID=35979>



<b>Worker Observation Form</b>	
Worker's Name:	Date:
Supervisor:	Task being observed:
Applicable Written Procedures:	
Compliant Observations:	
Non-compliant Observations:	
Final Comments:	Future Actions:

## 2.7. Workplace Inspections and Hazard Control

### **Goal and Importance**

On-going facility inspection is necessary to ensure a safe work environment. Everyone, including workers, have a responsibility to identify hazards in the workplace. However, supervisors play a leadership role in ensuring hazards are identified, communicated to all workers, and controlled.

### **Legal Requirements**

Formal inspections of facilities and equipment are required by law. As well, supervisors are required to make workers aware of known and foreseeable hazards and to control hazards.

## Company Policy and Procedure

Relevant company policies and procedures include:

- Inspection policy
- Hazard identification and control procedures
- Equipment inspection procedures

## Worker Observation Tips

Inspections and hazard control can involve a lot of time and documentation. Supervisors can spend a lot of time identifying, controlling and communicating about hazards. Confidence in the required procedures and documentation can make this process less onerous. Table 7 provides tips for the main elements of this responsibility.

*Table 7: Tips for Inspections*

Tips	Notes
Complete and document formal facility inspections on a regular schedule	<ul style="list-style-type: none"><li>• Usually done on a monthly basis</li><li>• Use company inspection procedure and forms for documentation</li><li>• Follow up on any hazard identification and control recommendations</li></ul>
Monitor operators in completion of pre-use equipment inspections	<ul style="list-style-type: none"><li>• Ensure such inspections are being done properly and documented</li></ul>
Know how to identify and track hazards	<ul style="list-style-type: none"><li>• 4 types of hazards: physical, chemical, biological, psychological</li><li>• Use a hazard identification checklist to make sure you don't miss anything</li></ul>

<p>Know how to assess the risk of a hazard</p>	<ul style="list-style-type: none"> <li>• Hot Zone Risks</li> <li>• Very likely to occur and very likely to be severe</li> <li>• Warm Zone Risks</li> <li>• Very likely to occur but not likely to be severe or</li> <li>• Not likely to occur but very likely to be severe</li> <li>• Cool Zone Risks</li> <li>• Not very likely to occur and not likely to be severe</li> </ul>	
<p>Know how to control identified hazards</p>	<ul style="list-style-type: none"> <li>• Hazard control hierarchy: Elimination, Substitution, Engineering, Administrative, PPE.</li> <li>• Document all hazard controls</li> <li>• Bring the last inspection or hazard checklist with you to make sure any identified deficiencies were corrected</li> <li>• Seek hazard assessment and control training if needed</li> </ul>	
<p>Conduct inspections on an on-going basis</p>	<ul style="list-style-type: none"> <li>• Information inspections should be done whenever the supervisor is on the floor</li> <li>• Actively identify and control hazards on as needed basis</li> </ul>	

## 2.8. Guided Activity – Inspections and Hazard Control

### Introduction

In this activity, participants will have an opportunity to practice their skills in hazard identification and control. Being able to easily identify and control hazards will help to make this part of supervision more efficient and effective.

### Instructions

Complete all three sections of this activity in order.

Working in groups, briefly discuss examples of each of the four types of hazards common in warehouses. Fill in examples in the table below.

Hazard Types (Provide examples)	
Physical	Chemical
Biological	Psychological

In your same groups, discuss the five steps in hazard control. Provide an explanation and example of each type of control and consider why some controls are more effective than others.

Type of Control	Explanation and Example
Elimination	
Substitution	
Engineering	
Administrative	
PPE	

Study the photo below. Complete the hazard identification checklist. Identify hazards, assess the risk of the hazards and explain how you will control them.



## 2.9. Pre-work Meetings

### Goal and Importance

Pre-work meetings can also be known as tailgates, toolbox meetings, or tailboards, but they all are used to make workers aware of the daily tasks and hazards that may be encountered. As well, they foster 2-way communication between the workers and supervisor(s).

The conditions in warehouses change on an ongoing basis making a pre-work meeting an excellent means of keeping workers up to date with safety and operational issues.

### Legal Requirements

Pre-work meetings are a key tool to enable supervisors to provide hazard awareness as well as encourage knowledge of and compliance with company safety procedures.

### Company Policy and Procedures

Relevant company policy and procedures can include:

Pre-work meeting procedures and agendas

### Pre-work Meeting Tips

Planning and preparation are key for successful pre-work meetings. Table 8 provides some support for conducting effective meetings.

Table 8: Pre-work Meeting Tips

Pre-Work Meetings Tips	Notes
<p>Prepare</p> <ul style="list-style-type: none"> <li>• Plan the meeting the day before. Use a written agenda and sign-in sheet.</li> <li>• Plan to review the day's tasks and any hazards, particularly if a known unusual hazard will be introduced during the day.</li> <li>• Include a special topic at least once per week. Daily if desired.</li> <li>• Meetings should be brief. 5 – 10 minutes.</li> <li>• Set a start time</li> </ul>	
<p>Conduct Meeting</p> <ul style="list-style-type: none"> <li>• Start the meeting on time</li> <li>• Review the expected hazards and controls.</li> <li>• Record the minutes.</li> <li>• Ensure each person signs-in to the meeting.</li> <li>• Must allow for workers to have a chance to raise any issues or concerns (2-way communication essential)</li> </ul>	
<p>Use standard agenda</p> <ul style="list-style-type: none"> <li>• Pre-work meetings usually include the following standard agenda items:</li> <li>• Recent incidents</li> <li>• Daily Task assignment</li> <li>• Hazards and controls</li> <li>• Changes in conditions</li> <li>• Daily Topic (reviews of different safety topics or company policies)</li> <li>• Roundtable</li> </ul>	

## 2.10. Guided Activity – Pre-work Meeting Practice

### Introduction

Pre-work meetings enable the supervisor to prepare workers for changing conditions as well as reinforce instruction and corrections. Generally, pre-work meetings following a standard agenda, but can incorporate urgent or timely topics.

### Instructions

Working in small groups, participants will conduct a mock pre-work meeting.

Select one member of each group to be the supervisor.

Using the information in the scenario below, the supervisor will develop an agenda for a pre-work meeting (10 minutes).

Then, the supervisor will deliver the pre-work meeting to the small group (5-10 minutes).

One participant should take minutes of the meeting.

Finally, as a whole, discuss the effectiveness and comprehensiveness of the content delivered. What could have been added?

### ***Scenario:***

The following information is relevant for workers today. Develop a pre-work meeting agenda that provides workers with all the information they need to deal with these events.

- a.** A shipment of hazardous chemical materials is arriving.
- b.** Worker observations yesterday revealed several incidents of non-compliance with PPE.
- c.** A new worker is starting today.

## 2.11. Truck Stop

Use your course book and any notes you have taken to answer the following questions. When everyone is finished, the instructor will review the answers.

#	Question	Answer Space
1.	What is the primary goal of a worker observation?	
2.	List three types of information often include in a pre-work meeting.	
3.	Explain the five types of hazard control. Why is administrative control not as desirable as some of the others?	
4.	List three things new workers must know before they begin work.	
5.	How can a supervisor ensure workers under their care are getting the training they need?	



# Module 3 – Documentation and Due Diligence



### 3.1. Introduction

Module 3 explains the significance of documentation as part of the supervisor's responsibilities. It is only through effective documentation of the supervisor's work in orientation and training, observations, and hazard control, that there is proof that this work has been done effectively. As such, documentation completes the cycle of the supervisor's role, as represented in Figure 3.

*Figure 3: Cycle of the Supervisor's Role*



The completion of this cycle is necessary to be able to prove due diligence, meaning that the supervisor has taken all reasonable steps to ensure safety. This module will explain due diligence and provide some specific guidance on the type and scope of documentation required for supervisors in a warehouse.

### 3.2. Learning outcomes

1. Explain the standard and test of due diligence
2. Understand the value of documentation and its connection to due diligence
3. Explain when documentation is required as part of the supervisor duties

### 3.3. Due Diligence

It's one thing to be aware of your legal responsibilities for safety. But can you prove that you have met these responsibilities? This is due diligence.

Table 9 outlines the BC Workers Compensation Board standard and tests of due diligence. When something goes wrong, supervisors, along with the company as a whole, are required to demonstrate that they have met the standard for due diligence. Specifically, they must prove they have taken all "reasonable care."

But how do you prove this? The tests of due diligence rely heavily on consistent and effective documentation. You must document all the work you do that proves you have fulfilled your legal responsibilities, listed in Table 1.

Supervisors must document all their work related to training, supervision and control; without documentation, they cannot prove they have met their responsibilities.

Table 9: WCB Due Diligence

<b>Workers Compensation Board Standard and Tests of Due Diligence</b>	
What is the standard of due diligence?	Taking all reasonable care to protect the well-being of employees or co-workers.
What is the defense of due diligence?	All reasonable precautions to comply were taken in the circumstances.
What is the test of due diligence?	Documentation of an effective OH&S Program; an effective program includes: <ul style="list-style-type: none"><li>• A written OHS program that has been implemented</li><li>• An employer who takes steps to control or eliminate specific hazards</li><li>• Written safe work procedures that are understood and followed by workers</li></ul> Workers who are provided with adequate instruction, training, supervision and discipline to work safely.

### 3.4. Documentation for Warehouse Supervisors

This section will provide a checklist of the general and basic types of documentation needed to match the core tasks of the supervisor's job. Of course, the format and expectations of documentation are company specific. As a supervisor, you will need to make sure you understand all of the expectations and procedures for documentation in your workplace. This can be a challenge when you are new or a relief supervisor.

In addition to the examples of formal documentation listed in Table 10, supervisors should always carry and maintain a daily journal. In this journal, they should note the details of every conversation that involves instruction or correction, as well as every action taken regarding safety.

Table 10: Standards of Documentation

Legal	Supervisor's Tasks	Documentation Examples
Inform and Train	Orientation	Completed orientation checklists (dated and signed)
Inform and Train	Training <ul style="list-style-type: none"> <li>• On the job training management and supervision</li> <li>• Review of safe work procedures</li> <li>• Worker observations</li> <li>• Compliance reporting</li> </ul>	Training Log  Formal training course record of completion (e.g. forklift)  Pre work meeting minutes  Sign off on safe work procedures  Worker Observation Form  Discipline records
Inform and Train  Supervise and Control	Worker Observations	Completed worker observation forms  Pre work and Safety meeting minutes  Journal notations for informal discussions regarding compliance or job coaching
Supervise and Control	Site Inspections <ul style="list-style-type: none"> <li>• Formal and informal Facility inspection</li> <li>• Supervision of equipment inspection</li> </ul>	Completed site inspection forms  Completed equipment inspection forms  Completed worker observation forms  Evidence showing identified deficiencies have been corrected: <ul style="list-style-type: none"> <li>• Maintenance logs</li> <li>• JHSC meeting minutes</li> <li>• Corrective action logs</li> </ul>
Inform and Train  Supervise and Control	Hazard Identification and Control	Inspection records  Updates to safe work procedures  Hazard assessment forms and evidence of corrective action  Pre-work meeting minutes

## 3.5. Guided Activity – Due Diligence

### Introduction

In the middle of a busy day, supervisors may not always remember that completing a task and proving you have done so are not the same thing. Training, instruction, observations, and hazard control are all critical activities that are essential to due diligence. However, can you prove you have done them?

### Instructions

In groups, discuss examples of documentation that you use on a daily basis.

When something goes wrong, a Work Safe BC S/B officer or ESDC officer will come on site and ask you to prove due diligence. What kinds of documentation do you do that could be used to meet the tests of due diligence?

Can you think of examples or situations where you might not be able to meet the tests of due diligence? These could be from experience or hypothetical scenarios.

Measure your list of documentation against Table 10. What gaps do you find in your daily practice? Why do you think these forms of documentation are not being done?

### 3.6. Truck Stop

Use your course book and any notes you have taken to answer the following questions. When everyone is finished, the instructor will review the answers.

#	Question	Answer Space
1.	What is the <i>standard</i> of due diligence?	
2.	What is the <i>defense</i> of due diligence?	
3.	What is the <i>test</i> of due diligence?	
4.	List 3 types of documentation that can be used to prove due diligence in the area of training?	
5.	Why is due diligence so important?	

# Module 4 – Incident Response and Investigation



## 4.1. Introduction

Module 4 discusses the supervisor's responsibility when something goes wrong on the work site. This module will cover some general responsibilities, including initial emergency response and the basics of incident investigation.

The scope of a supervisor's role can vary when it comes to emergency response and incident investigation. It is important to understand what your own specific responsibilities are and ensure that you have the training necessary. For example, if you are responsible for full incident investigation, you should ensure you have proper instruction in this process.

Essentially, when something goes wrong on site, supervisors must act immediately to secure the safety of themselves and those working for them. As a supervisor, you must evaluate whether your work environment requires special training to accomplish this.

Secondary to immediate safety, supervisors must do what they can to secure the work site and preserve evidence in the interests of maintaining due diligence. These tasks might include securing and documenting a site as well as contacting relevant authorities and investigative teams.

## 4.2. Learning Outcomes

By the end of this module, participants should be able to:

1. Define an incident
2. Explain reporting requirements
3. Know their obligations for incident and emergency response.
4. Explain the steps of an incident response
5. Explain the steps to investigate an incident

## 4.3. Incident Reporting

Sometimes things go wrong. A workplace incident is defined by the BC Occupational Health and Safety Regulation as:

*“an accident or other occurrence which resulted in or had the potential for causing an injury or occupational disease”.*

Incidents include may be any of the following:

- **Accident:** an incident that resulted in injury to people, damage to equipment or property or loss of production.
- **Near Miss:** an incident where no injury or damage occurred, but in slightly different circumstances could have caused injury to a person, equipment damage or environmental damage.
- **Close call:** same as near miss

Most companies require employees to report incidents immediately to their supervisor. Supervisors must know what to do with this information.

### Supervisor's Role

In the event of an incident, Supervisors are answerable to both specific company policy and procedures as well as basic legal compliance.

A supervisor needs to know:

- Their company's specific reporting and investigations policies and procedures
- Their role and responsibility in the reporting and investigation process
- What specific and immediate steps to take when an incident has been reported

A company's incident reporting policy must be consistent with legal requirements. Both the Workers Compensation Act (Part 3, Division 10) and Canada Occupational Health and Safety Regulations (Part XV) require all incidents to be investigated and certain incidents to be reported to the appropriate authority.

## 4.4. Emergency Response

The Occupational Health and Safety Regulation for Provincially regulated companies and the Canada Occupational Health and Safety Regulations for federally regulated companies both require emergency response plans and procedures, and training for all workers. Both pieces of legislation require annual tests / drills of the evacuation procedures and that the results of the drill be documented and reviewed for improvement.

### Supervisor's role

Supervisors may be responsible, often in collaboration with safety officers, for the completion of safety drills.

In an emergency, Supervisors are usually notified first and are expected to respond in some manner. Supervisors must be aware of and familiar with their responsibilities designated by the company. As well,

Common emergency response roles for supervisors include:

- Designated first aid attendant
- Fire warden, as the person responsible for guiding people to the muster station,
- Designated person that makes the call to emergency services or some other authority such as the utility providers, WorkSafeBC, ESDC or the media or any number of other responsibilities.
- Regardless of company policy, supervisors must be aware of the legislative requirements for emergencies in the workplace

## 4.5. Incident Investigation

All incidents must be investigated to some degree. Some incidents may require only a preliminary investigation, as the causes are readily apparent. Others may require a more in-depth investigation to determine contributing factors and root causes. Most, if not all, investigations should result in recommendations to prevent recurrence of similar incidents.

### Supervisor's Role

Learn about your company's policies and your responsibilities for incident reporting and investigation. In some cases, supervisors are responsible for investigation of smaller or simpler incidents. In other cases, supervisors are responsible for controlling the situation and informing others to complete the investigations.

The incident investigation process begins long before an incident occurs and has four general steps:

1. Pre-incident Preparation
2. Secure the Scene and Collect Information
3. Analyze Information
4. Develop and Implement Recommendations.

### Pre-Incident Preparation

Good preparation for first response is crucial. Prior to any incident, the following preparations are needed:

- Have clear policy for incident reporting and investigation that is understood by all relevant people
- Have a defined investigation team, with a well-trained investigator. This team should meet periodically to ensure a ready plan of action
- Have a step-by-step process to notify investigators/investigation team at the time of an incident and ensure employees are aware of this process
- Have an investigation jump kit prepared. The kit should contain:

- a.* emergency response plan with emergency contact numbers
- b.* incident investigation form(s)
- c.* investigation procedures / checklist
- d.* notepaper, pens and pencils
- e.* hazard tape / Do Not Enter tape
- f.* camera
- g.* gloves
- h.* tape measure

## **Secure the Scene**

Securing the scene is critical to ensure further incidents do not occur. For serious incidents, WorkSafeBC or ESDC must be notified immediately and the scene frozen for investigators.

Securing the scene means that nothing must change other than what is necessary to rescue workers or prevent further, immediate damage. No materials must be removed until the scene has been released. Securing the scene may include taping or roping off the scene and posting security personnel.

WorkSafeBC or ESDC will let the company know when the scene can be released.

## **Collect Information**

Once the incident scene has been secured and any first aid or medical treatment issues taken care of, it's time for the investigation team to get started. Every incident should be investigated, at least to some degree. Minor incidents may be done with a smaller team, while major incidents may involve a complete team and external help. Within the scope of the law, company policy determines who investigates different types of incidents.

During the information collection process:

- Focus is on system failures that foster human error; not on laying blame.
- Focus is on confidentiality while collecting all necessary pieces of information and recording all facts and details for later analyses.
- Focus is on documenting information as quickly as possible with as much detail as possible, including witness interviews and visual records. Everything must be documented or it cannot be used in the investigation.

## **Analyze Information**

The goal for analysis is to understand the sequence of events that led to the incident. The investigator must identify a causal chain of events leading back from the incident, revealing a series of actions and decisions that can be assessed and corrective for the future.

The challenge of an incident investigation is to move beyond the obvious to identify the deeper or more systemic causes of an incident. To aid in this, theory defines three types of causes.

Direct or Immediate causes are an error or failure that has an immediate or adverse effect.

Many investigations incorrectly focus on the direct cause(s) without delving into the deeper reasons for the incident. Examples of direct causes include unsafe actions, such as driving too fast or jumping off a truck and unsafe conditions, such as icy roads or damaged equipment.

Indirect or Basic causes are the result of an action, inaction or decision made well before the incident and are the reason for the direct cause. Basic causes can be considered to be personal or job factors. Personal factors include inadequate training or lack of skill. Job factors include insufficient equipment maintenance and poor ergonomic design.

Consequences of a basic cause may lie dormant for a long time and are usually a result of decisions made, or not made, intentionally or unintentionally, by people that are removed in time and space from the incident.

Root causes are the reasons an indirect cause or condition exists and are not identified until an incident occurs and is investigated. The root causes are associated with inadequate control by management.

Analyzing all the information and evidence available, the investigator can determine the various causes of an incident, ideally working towards an understanding of root causes and using that information to make recommendations to prevent recurrence.

### **Develop Recommendations**

At the recommendation stage, investigators use the information from the cause analysis to determine problems that need to be addressed and recommend solutions. At least one recommendation should be developed for each root cause identified. Recommendations should address the root cause (the problem) and seek to improve the overall safety management system.

## **4.6. Guided Activity – Incident Reporting and Investigation**

### **Introduction**

As suggested at the beginning of the module, a supervisor's specific role at the time of an incident can vary by company. The key is to ensure that you know what your role is and have the knowledge and training necessary to fulfill it.

### **Instructions**

As a group, discuss your own experiences with and responsibility for the tasks listed in the table. Reflect on the range of your own responsibility and consider how well you know how the reporting and investigation process works at your own company.

## Incident reporting and investigation Tasks

<p>Tasks:</p>	<p>Reflect on your own role.</p> <p>Are you responsible for these tasks? Do you have the training necessary to do them?</p> <p>If you aren't involved in some of these tasks, do you know the procedures for them in your company? Who does them?</p>
<p>Pre-Incident Preparation</p>	
<p>Receive the initial report of an incident by a worker.</p>	
<p>Make immediate decisions to ensure safety of all workers at scene</p>	
<p>Secure scene for investigation and collect and document evidence</p>	
<p>Analyze information</p>	
<p>Develop Recommendations</p>	
<p>Follow up on implementation of recommendations and other corrective action</p>	

## 4.7.Truck Stop

Use your course book and any notes you have taken to answer the following questions. When everyone is finished, the instructor will review the answers.

#	Question	Answer Space
1.	What is the definition of an incident?	
2.	Why is it important secure the scene when an incident occurs?	
3.	What are the 4 general steps of incident investigation?	
4.	What is a root cause?	
5.	How frequently must an emergency response plan be tested according to Federal and Provincial legislation?	

## Congratulations

You have completed the course Supervising Safely in Warehouses offered by the Trucking Safety Council. Your instructor will now give instructions about the quiz for this course.



