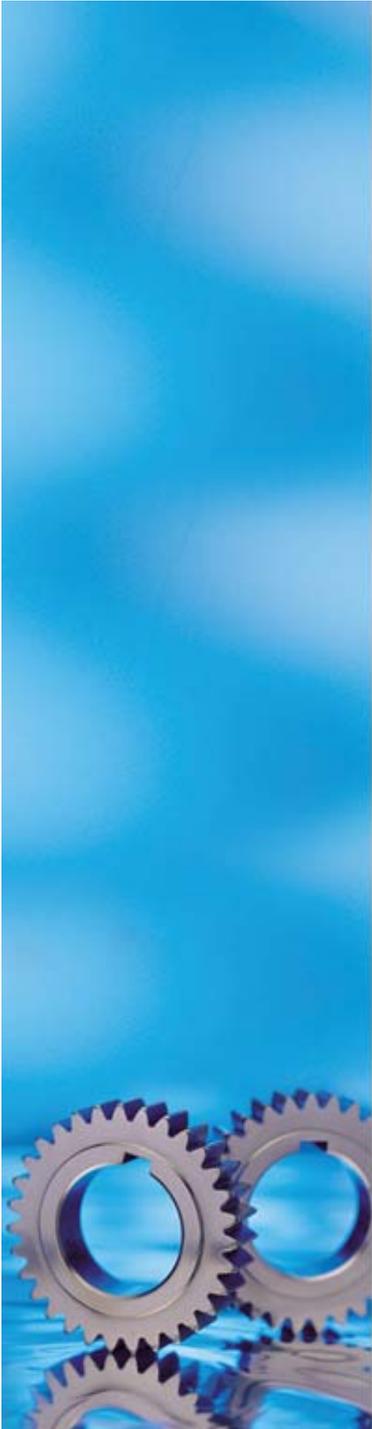


# CONSTRUCTION LEADERSHIP TRAINING

The Gisborne Group

October 2019



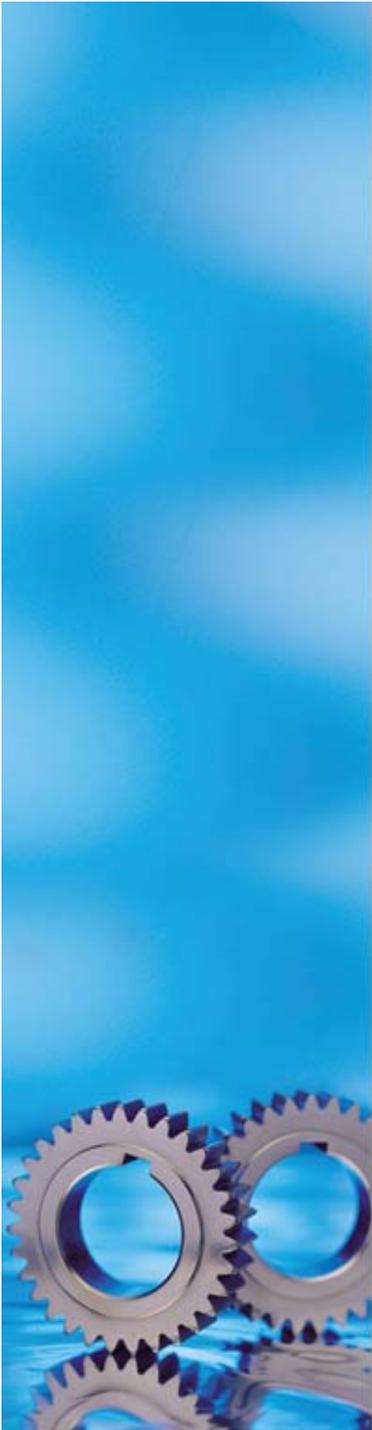


👷 You are viewing this presentation because we value your contributions to Gisborne. The goal of this orientation is to enhance your leadership skills and abilities to enable you to be more effective as a leader in our company.

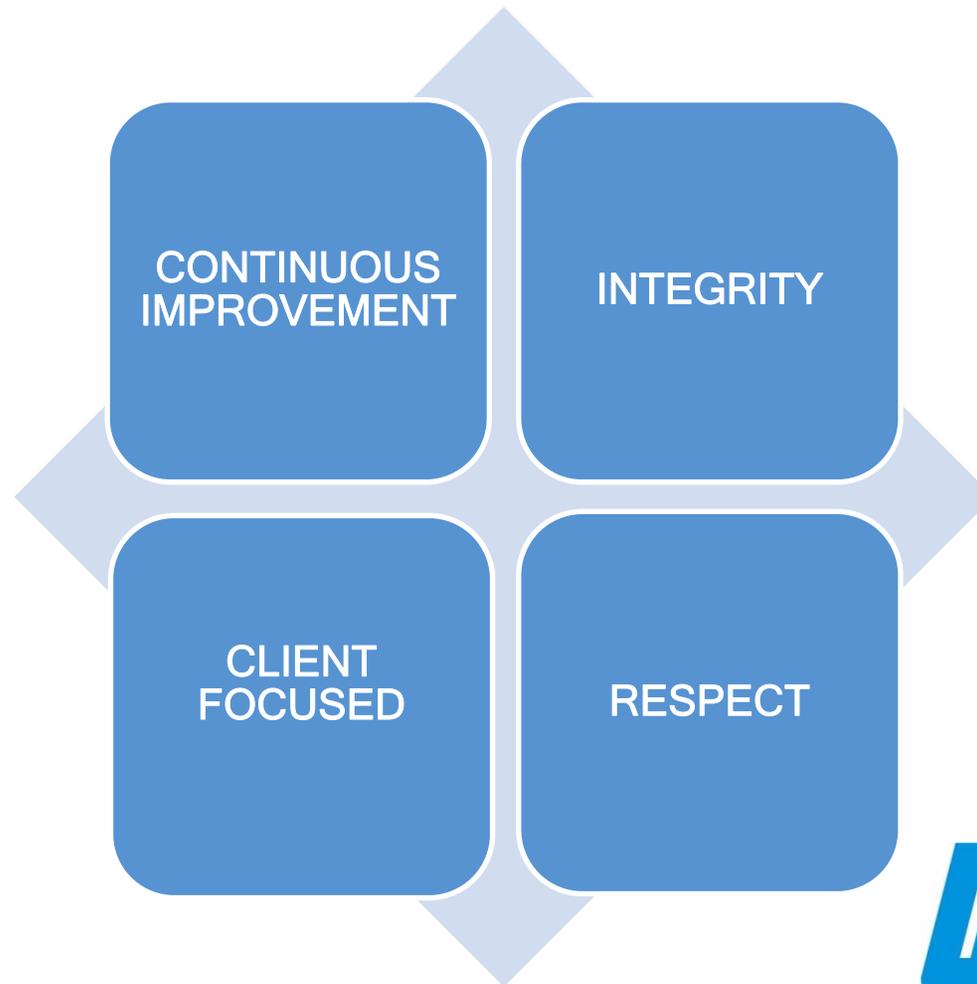


# What is covered in the presentation

- **Core Values**
- **Critical Project Success Factors**
- **Effective Supervision**
- **Due Diligence**
- **Observations**
- **Hazard Assessment**
- **Communication**
- **Bullying & Harassment**
- **Mentoring/Coaching**
- **Training**
- **New Employees**
- **Apprentices**
- **Incident Reporting & Investigation**
- **Documentation**
- **Injury Management**
- **Discipline**
- **Weekly Work Planning and Daily Task Assignments**
- **Daily Toolbox Meetings**
- **Timesheets**
- **Relationships**



# GISBORNE CORE VALUES



CONTINUOUS  
IMPROVEMENT

INTEGRITY

CLIENT  
FOCUSED

RESPECT

# CRITICAL PROJECT SUCCESS FACTORS



- 🛑 **SAFETY:** Promote Gisborne Safety Culture in everything you do
- 🛑 **SCHEDULE:** Maintain Productivity Factors (PF) Earned vs Planned
- 🛑 **QUALITY:** Raise awareness of quality at all levels – take pride in your work
- 🛑 **BUDGET/COST CONTROL:** Understand scope/monitor productivity
- 🛑 **COMMUNICATION:** Think through outcomes – ‘own’ what you say & do
- 🛑 **PROJECT CLOSURE:** Finalize punch lists/as builds up to date

# KEYS TO A SAFE PROJECT



- 🛑 Understand/implement Gisborne's HSE Program
- 🛑 Set goal of ZERO recordable incidents
- 🛑 Train workers and supervisors
- 🛑 Identify hazards and ensure they are controlled
- 🛑 Proper equipment and tools to maximize safety
- 🛑 Plan, communicate & continuously reinforce goals
- 🛑 Leadership and guidance from supervisors
- 🛑 Manage change
- 🛑 Document as required
- 🛑 Continuously reinforce... SAFETY is #1 Priority

# KEYS TO A SAFE PROJECT



- What could go wrong?
- How bad could it be?
- Has anything changed?



- Am I physically and mentally ready?
- Do I clearly understand my task?
- Do I have the right tools and equipment?

**ACT**

- Make it Safe.
- Employ the correct procedure.
- Use the correct tools.
- **No shortcuts, period.**
- Reduce risk.



# KEYS TO A SAFE PROJECT



**TOMORROW**  
IS YOUR REWARD  
FOR WORKING  
SAFELY TODAY

[WWW.BCRSP.CA](http://WWW.BCRSP.CA)



# KEYS TO A QUALITY PROJECT



## ENSURE...

- 🛡️ Correct quantity/specification of material ordered on time
- 🛡️ Materials/equipment received are correct & stored as per specs
- 🛡️ Workers have complete/correct information & understand task(s)
- 🛡️ Working from latest set of drawings/specifications
- 🛡️ Workers have tools/methods/understanding to do the work
- 🛡️ Supervision providing ongoing guidance/direction
- 🛡️ Testing & signoff understood and completed
- 🛡️ Documentation throughout the process
- 🛡️ Ongoing training/communication

# CORE QUALITY GOALS



- 🛑 To plan our work so well and follow our plan so thoroughly that we can always predict our project's success
- 🛑 To foster in all employees a fundamental sense of responsibility and obligation to complete tasks correctly, on time and with excellent workmanship
- 🛑 To pursue excellence, continuous improvement and innovation in all our work
- 🛑 To provide our clients with materials, fabricated components, and construction services to meet or exceed their expectations
- 🛑 To be recognized and rewarded for the quality of our work

# KEYS TO PRODUCTIVITY



- 👷 Understand the scope of the work to be performed
- 👷 Know the schedule – how many hours budgeted for each task
- 👷 Open and honest communication
- 👷 Plan your work before you start
- 👷 Ensure drawings/specs are latest version
- 👷 Provide correct materials, tools and equipment
- 👷 Crew mix and skill is important
- 👷 Know where you are - % complete
- 👷 Have other potential work fronts available (offset delays)
- 👷 Proper coding of time is critical
- 👷 Manage break times

# DUE DILIGENCE



## **Definition:**

*Taking all reasonable care to prevent the occurrence of an incident or event*

**There are four basic elements of Due Diligence:**

- 1) **Information** – provide best information to employees
- 2) **Instruction** – teach workforce requirements of working safely
- 3) **Training** – ensure completed for tasks/operating equipment
- 4) **Supervision** – Verify, Identify, Observe, Provide, Correct, Respond  
Document Everything

# OBSERVATIONS



Taking note of your interactions and observations in the field is a basic element of due diligence and is a key part of good workplace evaluations or inspections.

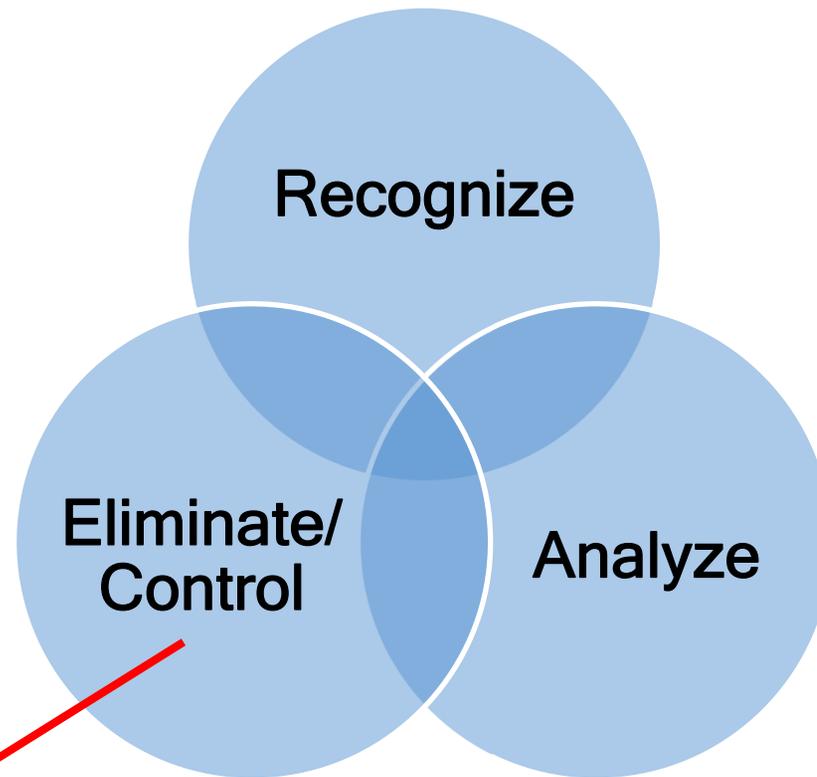
Gisborne provides our leaders with two methods of evaluating worksites – both of which can be found in the HSE Manual

**DAILY OBSERVATION** – this provides a picture in time of how well the safety system is being implemented with a particular task, crew or individual

**FOCUSSED SITE SAFETY INSPECTION** – provides a detailed list of conditions and behaviours to look for throughout the jobsite

# HAZARD ASSESSMENT

## A THREE STEP PROCESS



- a) Engineering Controls
- b) Administrative Controls
- c) PPE

# HAZARD ASSESSMENT



The work we do is largely repetitive. The key in leading your team safely is to start each day fresh and with a clear focus on the task(s) at hand. Complacency is one of the key hazards we can control.

A daily review of the task (especially repetitive ones) keeps everyone alert – there may be new hazards introduced into the work area (weather, new equipment, other contractors) that were not there previously.

# COMMUNICATION



**Listening vs Hearing** – we hear a lot of things but unless we stop and listen, we often can't determine the meaning or even remember what was said

**Speaking** – think through what you want to say, don't ramble or rush, and if needed, make notes of key points to cover

**Confirm the message** – ensure others can accurately re-state what you have just told them

**Email/text messages** – DO NOT USE ALL CAPS. A clear subject line will cause others to read the message. Be brief and to the point. Do not 'reply to all' unless necessary

# BULLYING & HARASSMENT



🛑 **Includes** any inappropriate conduct or comment by a person towards a worker that the person knew or reasonably ought to have known would cause that worker to be humiliated or intimidated, but **excludes** any reasonable action taken by an employer or supervisor relating to the management and direction of workers or the place of employment.

## **INCLUDES:**

- Verbal aggression or yelling
- Humiliating initiation or hazing
- Spreading malicious rumours
- Calling someone derogatory names

## **EXCLUDES:**

- Expressing differences of opinion
- Offering constructive feedback, guidance or advice about work-related behaviour
- Reasonable action taken by an employer or supervisor relating to the management and direction of workers or the place of employment

# MENTORING/COACHING



An effective leader is a mentor & a coach. You set the example.

Mentoring/coaching is not about “hand holding” – it is about giving clear direction/instruction, constructive feedback, asking questions (vs simply ‘fixing’ the issue), listening well, delegating effectively and giving challenging assignments to develop others.

## KEY MESSAGES

- **I believe in your abilities**
- **I’m willing to trust you and invest my time in you**
- **In exchange, I expect you to give me your best effort**

# MENTORING/COACHING



- 👂 Facilitate learning by asking questions, not by giving answers - use open ended questions - not “do you understand?” but rather “tell me how you are going to do this”
- 👂 Invite others to contribute expertise instead of always having to explain everything yourself
- 👂 Draw out others’ experiences - a firsthand account is always more compelling

# TAKING OWNERSHIP



Pointing the finger of blame - *“it’s not my fault”* or *“nothing I did”* – does nothing to resolve the issue. The goal of a leader should be to address the issue, take ownership of finding resolution and moving forward. This also sets the example for others to follow.



# TRAINING



Identify someone who does the task well and assign the trainee to them

Use toolbox or safety meetings as a group training vehicle

Pick a safe work practice, a safety bulletin, or pick a tool/piece of equipment and demonstrate how to use it (involve others whenever possible to do the demo).

Whatever method is used, be sure to pre-plan how the training will be delivered, what the outcome goal is and then validate the training by checking for understanding and observe for implementation.

# TRAINING



When training others  
remember:

- When I hear I forget
- When I see I remember
- When I do I learn

# TRAINING



# NEW EMPLOYEES



**New and inexperienced employees** in the construction industry are traditionally the most susceptible to injury on the job – plus they will need to have more “hands on” time re proper use of tools, equipment and safe work practices.

We all had to learn at some point, so rather than see them as a **liability**, work with them to make them an **asset**.

# NEW EMPLOYEES



**Green Hand Worker:** Young or new / inexperienced workers. Those workers that may be new to the site or the company, or those returning to a project after an extensive period of time away from the workplace.

Workers who have less than six months service with the company or in their specific trade discipline shall also be considered to be Green Hand Workers – see HSE Manual.

Gisborne's HR Division will track these new workers and send requests for evaluation at the appropriate time.

# APPRENTICES



Apprentices are the tradespeople and leaders of the future.

We need to ensure that we are instilling the skills, habits and attitude that will give them every opportunity to succeed.

Not every tradesperson is a good teacher, nor does everyone have great people skills. You need to carefully select the tradesperson who will be mentoring the apprentice(s) on your crew(s) to ensure the likelihood of the apprentice/s growth, understanding & success.

# INCIDENT INVESTIGATIONS



Every investigation should deliver the following results:

- 🔍 A detailed unbiased account of what took place
- 🔍 A resolution of both the direct cause(s) & the contributing causes of the incident
- 🔍 A detailed follow up that effectively reduces the probability of a re-occurrence of the incident

# CRITICAL INCIDENT REPORTING



It shall be noted that specific incidents may require immediate reporting to the Authority having Jurisdiction as defined by the law. As detailed in Section 4.1 of the HSE Manual, regional authorities governing Occupational Health and Safety have defined reporting requirements based upon the assigned legislation.

An employer must immediately notify the Board of the occurrence of any accident that:

- (a) resulted in serious injury to or the death of a worker,
- (b) involved a major structural failure or collapse of a building, bridge, tower, crane, hoist, temporary construction support system or excavation,
- (c) involved the major release of a hazardous substance,
- (d) involved a fire or explosion that had a potential for causing serious injury to a worker, or
- (e) was an incident required by regulation to be reported

# CRITICAL INCIDENT REPORTING



When the foregoing occurs on a Gisborne project, immediate notification of the Corporate Director of HSE shall ensure that the appropriate procedure for notifying the authorities has been initiated. It is further notable, that except as otherwise directed by an Officer of the Authority having Jurisdiction or by a Peace Officer (RCMP or similar), the scene of the incident deemed reportable as above must not be disturbed except as necessary to:

- Attend to persons injured or killed in the event
  - Prevent further injuries or loss of life
  - Protect property that is endangered as a result of the event
- The reporting requirements as noted shall be followed for all Gisborne projects
  - Reporting shall ALWAYS be completed through the office of the Corporate Director of HSE

# DOCUMENTATION



With the amount of information and interactions that take place on a daily basis, it is impossible to remember everything that takes place, therefore it is a **mandatory requirement** of all Gisborne leadership personnel to maintain a daily journal that records events and conversations to ensure items are not forgotten/overlooked.

## TO GET IT RIGHT - WRITE IT DOWN



**NOTE:** these journals form part of the project documentation and must be turned over to Gisborne upon leaving the project



# INJURY MANAGEMENT



Our goal is always ZERO injuries, however when one does occur, we must ensure we act decisively and immediately.

- ⊕ All injuries/near misses MUST be immediately reported.
- ⊕ Ensure appropriate documentation follows reporting.
- ⊕ If the injury warrants medical assistance, ensure the Injury Management protocol is implemented before the worker leaves the site.
- ⊕ Maintain confidentiality of information

# INJURY MANAGEMENT PROGRAM



Participating in Gisborne's injury management program serves as part of an injured workers recovery and therapy, helping them to either stay at work or return to productive and appropriate work as soon as possible.

The conclusion of the injury management program is a collaborative process whereby effective communication and administration of the program has resulted in the injured worker recovering from their workplace injury and successfully returning to their pre-injury job.

# INJURY MANAGEMENT PROCESS



# DISCIPLINE



The keys to effective discipline are:

- Documentation
- Consistency
- Progressive

The principles of effective discipline are:

- To correct
- To improve
- To retain
- To coach
- To introduce consequences

# PLANNING YOUR WORK



- 🛑 Take time to create a weekly work plan
- 🛑 Know what each member of your team will be doing before the day begins and communicate that to them
- 🛑 Know what tools/equipment/material needs to be ready for the team and organize them ahead of time
- 🛑 Review your scope and schedule regularly to also plan for secondary work fronts should you need to alter your daily plan

# TOOLBOX MEETINGS



- 🛑 Use this time to focus your crew for the day's task(s)  
review FLHA if same work is to be performed or review safe work plan if new work has been assigned
- 🛑 Give you crew updates re safety, quality, schedule – give them “big picture” updates... Explain how what they are doing fits into the greater scope of the project
- 🛑 Pre-select and prepare a topic for discussion/demonstration... Keep it focused and short (5 – 10 minutes maximum). The HSE Manual is a great source for topics
- 🛑 Start on time, stick to your plan and end on time

# TIMESHEETS



- ⌚ Accuracy & legibility are the keys
- ⌚ Ensure all employees on your crew are on a timesheet (even those “loaned” to you must be accounted for)
- ⌚ Ensure correct cost codes are used – this is vital for us to accurately track budgeted hours and build historical data for estimating future work
- ⌚ Turn in timesheets to payroll office on time

# RELATIONSHIPS



- 🛑 You are a representative of Gisborne and as such you are expected to be respectful and professional at all times in **all** communication with Gisborne personnel, client representatives, other contractors and vendor rep. Set the example for your direct reports.
- 🛑 If there is an incident, defer to senior staff for a response – you are not the spokesperson for Gisborne and anything you say will become part of the investigation record

# If you want to know about water why is the fish the last one you ask...



- 🛑 Leadership is not about knowing everything - it is more about knowing everyone
- 🛑 Stifling feedback & questions will build resentment, apathy, and sets you up for failure rather than success. A Good Leader encourages feedback, questions and allows differing opinions to be expressed - in a respectful manner. You need to set the example
- 🛑 At the end of the day, you still need to make the call, but a decision made that has included input from others is much more likely to be “owned” by all vs. you making all the decisions in isolation

# LEADERSHIP ESSENTIALS



Click on link to go to online exam -

<https://www.classmarker.com/online-test/start/?quiz=3nh5d9bbe7997f58>