

The background of the slide is a blue-tinted photograph of construction workers on a staircase. The workers are wearing safety gear, including hard hats and high-visibility vests. They are positioned at different levels of the stairs, which are made of metal. The overall scene is dimly lit, with the blue tint dominating the color palette.

# Supervisors Role in a Safety Effort and Preventing the Opportunities for Loss

BHHC Loss Control

June 2026

# Madina Ghafar-Porschet

LOSS CONTROL TECHNICAL SPECIALIST



B.S in Occupational Health and Safety



Nearly a decade of experience in risk management



Started my career with a heavy civil GC



# The Supervisor's Unique Position in Safety

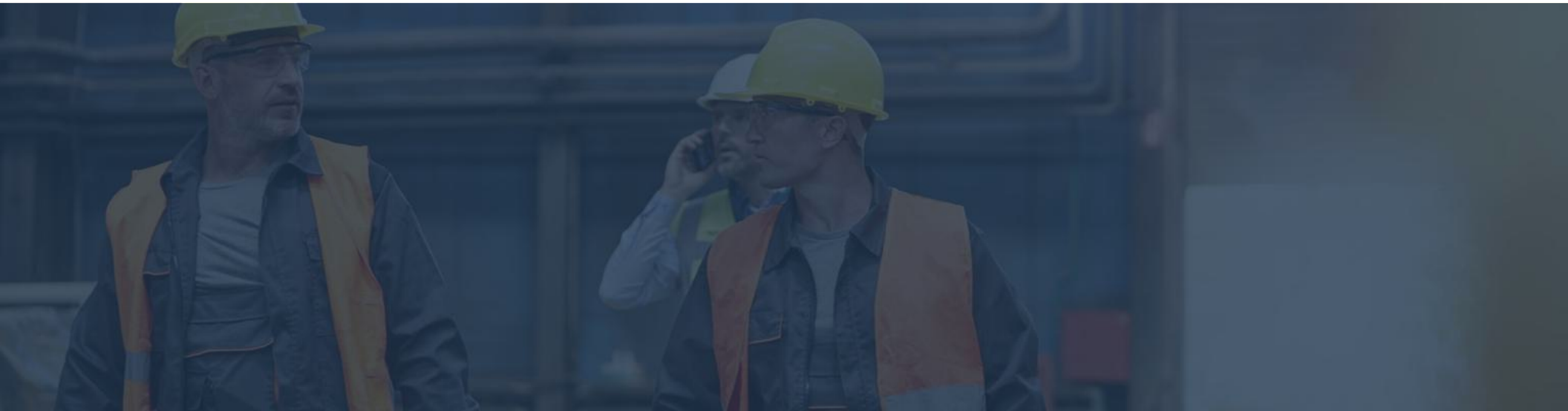
The most influential person in your worker's safety experience isn't the safety director- it's you.

# AGENDA

June 24, 2026

1. Understand your unique role and influence in workplace safety
2. Recognize and Close Opportunities for Loss
3. Balancing Production and Safety- without Compromise
4. Leading by Example and Building Accountability
5. Building a Team That Owns Safety

# The Supervisors Impact on Safety



# Your Role is the Most Influential in Safety



Supervisors account for the most direct employee contact hours



Research consistently shows supervisor behavior is the number one predictor of crew safety performance



Employees mirror what they see- not what they are told

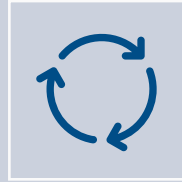


Your decisions set the tone before the first task of the day begins

# The Ripple Effect

- Allowing one shortcut signals that shortcuts are acceptable
- Skipping a safety step under time pressure teaches the crew that production is greater than safety
- Correcting an unsafe act-even once- builds lasting credibility
- Your team is always watching, even when you think they are not

# You have More Control than you Think



Decisions: task assignments, pace, sequencing, who works where



Behavior: what you model, what you tolerate, what you reinforce



Communication: how you talk about safety- before, during, and after the work

# Recognizing and Closing Opportunities for Loss

# Incidents Don't just happen they are allowed to happen

- An opportunity for loss = any condition, behavior, or gap that could lead to an incident
- They exist in every workplace, everyday
- Most are visible- if you know what to look for
- The supervisor's role is to spot them before they become incidents

# The Three Gaps

**The Knowledge Gap:**  
Workers do not know  
the right way (training  
failure)

**The Motivation Gap:**  
Workers know but  
choose not to  
(culture/accountability  
failure)

**The System Gap:**  
The right way is not  
possible  
(process/resource  
failure)

# When are you Most Vulnerable?

- End of shift
- New employees or workers on unfamiliar tasks
- High production pressure periods (deadlines, peak season)
- After a long incident-free stretch
- Task changes or process deviations made on the fly

What is ONE situation on your job site or in your operation where you know the risk is highest?

# From Awareness to Action

## Four Step Model:

See it: Recognize the condition, behavior, or gap

Assess it: How likely? How severe? How soon?

Act on it: Correct it, report it, or escalate it

Follow up: Confirm the fix happened and held

An opportunity for loss that goes unaddressed is a decision - even if you did not mean it to be.

# Balancing Production and Safety





# Production vs. Safety is a Myth

- The belief that safety slows production is the most dangerous idea in operations
- Safety and productivity are not opposites
- Incidents cost far more than the time saved by cutting corners
- The most productive teams are also the safest

# Direct vs Indirect Costs

## Direct costs (visible)

- Medical treatments
- Workers' compensation costs
- Equipment repair

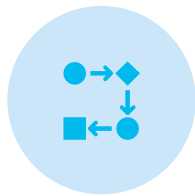
## Indirect Costs

- Lost productivity while the injured worker is out
- Time spent on investigation and paperwork
- Overtime costs to cover the absent worker
- Damage to team morale and trust
- Potential OSHA fines and legal costs

# Recognizing the Pressure Trap

- We are behind schedule is the most common trigger for unsafe decisions
- Pressure flows downhill: management to supervisor to worker
- Supervisors absorb pressure and must not pass it on as unsafe urgency
- Your job is to protect the pace and protect the people

# How to Hold Both – Safety and Production



Pre-task planning



Build safety steps into your workflow- not on top of it



Communicate realistic timelines upward when safety is at risk



Use near-misses and close calls as data



Celebrate crews that meet product goals safely

A vertical blue bar on the left side of the slide features a background image of several blue pushpins pinned to a light-colored surface, possibly a map or document. The pushpins are slightly out of focus, with one in the foreground being sharper.

# Pre-Task Planning

- Before each shift or significant task, brief your teams:
  - What is the task and what the steps?
  - What are the hazards associated with each step
  - What controls are in place (PPE, procedures, permits)?
  - Who is responsible for what?
  - What is the plan if something goes wrong?

# Leading By Example and Building Accountability

# It is What you do, NOT What you Say

## Consistency builds credibility



Wearing your PPE- every time, even when it is inconvenient



Stopping to address a hazard instead of walking past it



Following the same rules you enforce on your crews



Showing that safety is a value not a checkbox

# Accountability

- Accountability is not punishment – it means clear expectations plus consistent follow-through
- Address unsafe behavior every time – inconsistency destroys credibility
- Use progressive steps: coach, document, escalate
- Separate the behavior from the person
- Make it about the standard, not your authority

# Consistency

1. The same rule applies to your longest tenure worker and your newest hire
2. Favoritism in safety enforcement is a culture killer
3. If you let it slide once, you own the next incident
4. Document what you address- it protects you and the employee

Accountability is not about catching people doing something wrong. It is about making sure everyone knows what right looks like - and holding that line."

# Building a Team that Owns Safety

---

# The Difference Between a Safe Team and a Safety Culture

- Compliance: workers follow rules because they have to
- Culture: workers follow rule because they want to and hold each other accountable
- Culture is built through daily interactions NOT annual training
- Your team safety culture is a direct reflection of your leadership





# Make it Safe to Speak Up

- Workers feel safe reporting hazards, near-misses, and concerns
- Fear of blame or retaliation silences the early warning system
- Respond to every report- even if the answer is we look into it and here is why
- Thank people of raising concerns, even when it is inconvenient

# Stop Work Authority

- Every supervisor and every employee has the **right** and **responsibility** to stop work when conditions are unsafe
- When to stop work?
  - An imminent hazard is present
  - A workers is at risk of serious injury
  - Required controls or PPE are not in place
  - Conditions have changed and the plan no longer applies

# When the Team Looks Out for Each Other

Reinforce it when you see it

Peer accountability is the  
highest form of safety  
culture

The Goal: Your team corrects each  
other before you do

# Recap

1. Your impact is Real: Your daily decisions, behaviors, and conversations directly shape safety outcomes - for better or worse.
2. Close the Gaps: Recognize opportunities for loss before they become incidents. See it. Assess it. Act on it. Follow up.
3. Lead the Culture: Model the standard, hold the line consistently, and build a team that owns safety together.

# Next Steps

- Review your teams recent near miss and incident reports – look for patterns
- Schedule a pre-task planning conversation with your team
- Connect with your safety team

The background is a solid dark blue color. It features several semi-transparent, light blue speech bubbles of various sizes scattered across the page. Some of these bubbles contain a white question mark. The overall theme is communication and inquiry.

# Questions?

Please email additional questions to [losscontrol@bhhc.com](mailto:losscontrol@bhhc.com)