Safety and Health Improvement Program (SHIP) Supervisor Training
Welcome

The Safety & Health Improvement Program (SHIP) supervisor training consists of 4 training topics within 3 training modules:

The training topics are on:

1. Leaders ability to improve employee work-life balance and safety
2. Family Supportive Supervisory Behaviors (FSSB)
3. Safety Supportive Supervisory Behaviors (SSSB)
4. The other components of SHIP

- This training will take about 60 minutes.
- There will be brief quizzes throughout the training.
- You should go through the training in one sitting.
Four Key Training Objectives

This training has four objectives.

1. Showing you how leadership can improve the organizational climate for work-life balance and safety.

2. Providing insight on how to be supportive of employee work-life balance.

3. Highlighting how to provide supervisor support for workplace safety.

4. Detailing the importance of team building and goal setting.
Leadership

Supervisors are in the position to set an example to their employees on how to show support.

This module will help you understand how you, as a leader, can improve the organizational support for work-life balance and safety.

You can do this by:

- Demonstrating **concern** for employees and team members.
- Behaving in ways that **model** good supportive behavior and safety.
- Helping **motivate** employees and team members in realizing the importance of work-life balance and safety support.
Leadership

It is your responsibility to communicate with your team members and listen to their concerns and needs.

You can do this by having discussions with your team members about the importance of work-life balance and safety at work.

- These discussions should go back and forth with team members.
- You should increase the frequency of these discussions over time.

All of this shows team members that you care about their well-being and safety, and it creates a feeling of mutual respect in your team and organization.
Leadership

What happens outside of work can impact an employee's ability to concentrate on and perform their work effectively.

When you help your employees meet their non-work demands they will be better able to conduct their job duties and team performance will increase.

With a greater focus on balance, team members will be able to accomplish more and will work more safely.
Expectations

SHIP has 5 goals:

1. Improvement of employee health and well-being.
2. Reduction of voluntary turnover.
3. Increased employee engagement.
4. Maintenance and/or increase of productivity as employees' lives improve.
5. Reduced stress and increased employee safety.
Focusing on Results

The SHIP training includes a series of sessions conducted at your workplace. Each session is integral to the achievement of the SHIP goals.

The sessions include:

1. Today’s *training* session for managers and supervisors.
2. A *behavior tracking* period in which you will apply the principles presented in this training.
3. A team discussion or *Team Effectiveness Process (TEP)™* that will uncover ways to improve performance within your workgroup or team.
4. *Follow-up* sessions to ensure that all you have learned becomes embedded into your everyday work practices.
Reasons to Take the Training

Managers and employees who have participated in training similar to SHIP reported greater
- quantity and quality of sleep.
- time spent exercising and energy.
- commitment to their organizations.
- satisfaction with their jobs.
- time available to go to the doctor when ill.

Employees reported decreased
- time spent on low value tasks.
- intentions to quit their jobs.
- interruptions at work.
- pressure to work overtime.
This section of the training will summarize what is known about the benefits that occur when employees are able to attend to managing work and non-work needs.

You, as a supervisor, can help that happen without lowering performance.

In fact, if you provide more understanding and support for work-life balance it will reduce employee stress, improve performance, and increase safety!
Research on Work and Life: The Business Case

Research has found that if employees experience conflict between their work and their family/personal life it can lead to a number of costs including:

- Greater work stress.
- Greater family stress.
- Greater intention to quit their jobs.
- Greater absenteeism.
- Lower family, marital, job, and life satisfaction.
- Lower commitment to the organization.
- Lower performance.
Costs to the Organization

What are the costs to the employer when organizations are not supportive of personal/family activities?

Absenteeism

Employees are required to take full days off when sometimes only a few hours are needed to manage their personal lives.

According to one study, employees with children average 6 days of absence per year due to their family responsibilities.

If employees are provided some flexibility in work scheduling when they need to take care of family responsibilities, it can allow them to only take a few hours off of a day rather than taking a full day off.
Non-Supportive Organizations Increase their Costs

Costs to **non-supportive organizations** increase because of the following issues:

**Presenteeism:** being at work when sick, distracted or very tired: Distracted and fatigued employees cause decreased productivity and efficiency, poor customer service, and workplace safety concerns.

**Time lost during shifts:** Employees are forced to deal with crises or organizing out-of-work responsibilities while on the job.

**Greater turnover:** Employees may look to work somewhere else as a way to resolve work-life conflicts.
Costs to Employees

There are many costs to employees and their families when organizations are not supportive of personal/family needs.

**Poorer physical and mental health:** Anxiety and high stress levels increase the risk for heart disease and other chronic illnesses. There may also be increases in unhealthy coping behaviors such as substance abuse.

**Lower job satisfaction:** Lack of job flexibility, autonomy, and support hurt morale when family and personal responsibilities conflict with work.
Costs to Employees

More costs to employees in non-supportive organizations:

**Reduced engagement and commitment to the company.** Due to reduced time, resources, and energy, employees have less of a connection to their workplace and are less engaged in their work.

**Increased work-life stress and distractions lead to increased injuries at work.** Work-life stress can lead to extra demands on cognitive resources, which in turn lead to distractions and unsafe behavior.

Please see references for more information.
Costs to Employees with Dependent Care

Work stress not only impacts employees but can spill over to affect family members.

**Children's education suffers:** When family members cannot meet with teachers, oversee homework, and attend school events, it impacts their children’s education.

**Children's health and safety are jeopardized:** When work hours vary or there is a lack of flexibility in parents’ schedules, some children are at home without an adult present for extended periods of time.

In national surveys, more than 40% of parents stated that their work demands affected their children’s health.
Costs to Employees with Dependent Care

Work stress can also spill over to other family members:

*The health and safety of other adults that employees care for, such as parents, can be at risk. This in turn can affect worker well-being.*

If employees cannot care for their dependent parents when they need things such as transportation to doctors’ appointments and food shopping, it can also impact employee well-being.
What Can You Do to Be a Supportive Supervisor?

From the research we can conclude that employees, managers, families, and organizations all lose something when work and family/personal roles conflict.

But they can benefit when this conflict is reduced!

In this training, we will provide recommendations on how to be a more supportive supervisor to help address the issues described on the previous screens.

Please see references for more information.
How We Developed SHIP

We visited numerous work facilities and met with employees, supervisors, managers, and administrators and tested our approach to gain feedback. Our experience across many job types - such as construction, information technology, retail, and healthcare workers - has shown:

Supervisors typically think they provide enough support yet employees usually see things differently. We call this a "perceptual gap" and it occurs when employees indicate that managers and supervisors are providing less support than they think they are providing.

This training was developed to help supervisors understand this perceptual gap and teach them how to support employees.

Please see references for more information.
Life Situations Your Employees May Face

Here are some examples of personal and family life situations that your employees may face:

1. An employee you supervise has a child that woke up sick. The employee has to figure out who will take care of the child while the employee is at work.

2. An employee you supervise has gotten a call at work that their parent has had a medical crisis and they must leave.

3. An employee you supervise has a friend who has been injured and your employee needs to take the friend to the hospital.

Implementing concepts from SHIP will allow you to address some of these life situations. You will learn more in the next module on what you can do.
End of Module 1

Congratulations! You have completed this topic.

The next module of the training will cover the next two training topics, Family Supportive Behaviors and Safety Supportive Behaviors.
SUPERVISOR BEHAVIORS

In this module, there are two training topics discussed:

1. **Family Supportive Supervisory Behaviors (FSSB):** This will cover the four types of family and personal supportive behaviors.

2. **Safety Supportive Supervisory Behaviors (SSSB):** This will cover the four types of safety supportive behaviors.

You will also learn:
- Why family and personal support is important
- How to build a culture of safety
- The safety-related responsibilities of supervisors and employees
What You Can Do to Be a Supportive Manager/Supervisor?

Our own research demonstrates that when supervisors are trained to engage in family supportive behaviors employees report:

- higher levels of physical health,
- job satisfaction, and
- lower levels of turnover intentions.

We see supervisors as the linking pins in work-life support. Supervisors who directly interact with employees have the ability to affect work-life conflict which in turn helps reduce work and non-work stress.

You can help employees reduce their stress and succeed at work by learning how to become more family supportive.

Please see references for more information.
What You Can Do to Be a Supportive Manager/Supervisor?

What does it mean to be a supportive supervisor?

Some ideas include:

- **Recognizing** the pressures and demands of personal responsibilities on work.

- **Communicating** genuine concern and understanding about employees' work-life problems.

- Being **knowledgeable** about work-life programs and policies where you work.

- Supervisors can make sure they are taking care of their own work-life balance.
What You Can Do to Be a Supportive Manager/Supervisor?

SHIP focuses on encouraging two types of supervisor support.

1. **Family and Personal Support** is supporting employees' lives outside of the workplace and on helping employees manage both work and family/personal demands.

2. **Safety Support** is supporting employees' work performance in a safe and effective manner.

*Let's learn a little more about both of these types of support...*
Family and Personal Support includes four types of behaviors.

1. Creative Management.
2. Emotional Support.
3. Daily Job and Personal Problem Solving.

These behaviors will be discussed on the following pages.
Family and Personal Support behaviors:

1. Creative Management
Being inventive and flexible in planning work in ways that benefit BOTH employees' lives and workplace productivity.

Examples:
• Asking your employees for input about how work can be organized to benefit both the employer and the employee's family or personal priorities.
• Creating new ways of working together, like implementing cross-training, that make it easier to support employees’ family or personal priorities.
Family and Personal Support behaviors:

2. Emotional Support
Showing employees that they are cared for, that their feelings are considered, and helping them feel comfortable communicating with you about family or non-work issues.

Examples:
- Asking how employees are doing.
- Increasing face-to-face contact with employees.
- Communicating genuine concern about employees’ work-life challenges when they arise.
Family and Personal Support behaviors:

**More Examples of Emotional Support:**

- Asking open-ended questions about employees’ family or personal needs such as “What can I do to help?” or “Do you need anything from me?”
- Following through on providing the support employees requested.
- Expressing empathy, understanding, or offering help when an employee shares a family or personal challenge.
- Celebrating employees’ family or personal successes.
Family and Personal Support

Family and Personal Support behaviors:

3. Daily Job and Personal Problem Solving
Helping employees manage practical work-life issues, such as work assignments and family emergencies.

Examples:
• Adjusting work assignments to support employees' family or personal needs.
• Telling employees about existing employer resources such as sick leave.
Family and Personal Support behaviors:

4. Model Healthy Work-Family Behaviors
Actions that show how you are taking care of your own work-life challenges.

Examples:

- Talking about your own family.
- Leaving work at reasonable hours; showing that you, too, have a non-work life.
- Sharing a family or personal priority with an employee.
- Discussing taking time out to attend child school activities.
- Sharing ideas or advice with your employees about how you manage your own work and family or personal priorities.
What You Can Do to Be a Supportive Manager/Supervisor?

Next we will discuss safety at work.

A manager/supervisor has many safety-related responsibilities.

Here are a few:

• Understand and communicate your organization's safety expectations.
• Train workers in safe practices and behaviors.
• Assign duties so they can be safely completed.
• Instruct employees on how to recognize risk.
• Teach and reinforce safe and effective work procedures and practices.
• Take action when unsafe behaviors or conditions occur.
What You Can Do to Be a Supportive Manager/Supervisor?

Additional safety-related responsibilities of supervisors:

• Treat all co-workers with respect and with an expectation of success.

• Develop open dialogue with employees to understand their work-related needs and ideas and what to do to support them.

• This includes safety and other needs.

Remember: Treat employees with an expectation of success and they will respond to your direction positively.
Manager/Supervisor Safety-Related Responsibilities

You already know to:
• Enforce health and safety procedures.
• Immediately investigate incidents that occur.
• Take immediate action when informed of a potentially hazardous situation.

In addition you are responsible for:
• Setting a good example by modeling safe behaviors.
• Supporting a culture of safety within your group.
• Maintaining an open dialogue with employees regarding safety procedures.

Research shows that modeling safe behaviors and supporting a culture of safety among employees is key to making a positive impact on workplace safety.
Employee Responsibilities

Employers and supervisors have the right to expect employees will do the following:

• Follow safety rules (and know where to find the rules).
• Keep work areas clean and neat.
• Know what to do in an emergency.
• Report health and safety hazards to managers/supervisors.
• Ask questions if they don’t understand the work task.
Safety Support

Safety Support includes four types of behaviors.

2. Providing Resources.
4. Safety Role Modeling.

These behaviors will be discussed on the following pages.
Safety Support

Safety Support behaviors:

1. Safety Communication
Discuss the importance of safety over productivity with employees. Communicate to ensure your employees know HOW to engage in safe work behaviors.

Examples:
- Encouraging the maintenance of a safe work environment and discussing safety practices regularly.
- Encourage employees to discuss safety issues with you.
- Teach employees a critical safety skill or strategy.
- Provide immediate praise for a good idea, work results, or safe practices.
- Correct unsafe actions & behaviors.
Safety Support behaviors:

2. Providing Resources
FACILITATING work results by providing resources or removing obstacles allowing employees to complete work in a safe manner. Ensuring employees have the safety equipment or materials they need to complete their work safely.

Examples:
• Asking your employees about the adequacy of their equipment, tools, or resources.
• Providing support or tools that employees need to get their work accomplished.
Safety Support

Safety Support behaviors:

3. Feedback/Reinforcement & Coaching
Ensuring that people know HOW to do their work in a safe manner and ensuring that they are MOTIVATED to work safely. Pointing out and recognizing when an employee is behaving safely or redirecting an employee when he/she is not acting in a safe manner.

Examples:
• Recognizing when an employee uses his/her safety equipment correctly.
• Demonstrating genuine concern for employees’ safety and health when they are not acting in a safe manner.
Safety Support

Safety Support behaviors:

4. Safety Role Modeling
What you do that shows your employees that you care about safety priorities. You make efforts to put safety first. Be a safety role model for your crew members.

Examples:
• Talking about safety being a priority of your own with an employee.
• Follow all safety rules yourself.
• Discuss with your employees why safety is important to you.
Safety Support

Most supervisors know that safety is a function of many factors such as a safe environment, procedures, practices, and working equipment.

Think proactively about these differing factors and what you can control.

Examples:

- Posting rules and emergency plans and being sure everyone knows them.
- Making first aid available.
- Using personal protective equipment (e.g., safety glasses in construction).
- Completing training on hazards and safe work practices.
Finally, you can **encourage questions**.

**This includes:**

- Encouraging workers to **speak up** if they are not sure about a task or if they have a health and/or safety concern.
- Make it clear that if employees are uncertain about a job task they should talk to a manager or supervisor.
- Develop an atmosphere of **open communication** with team members so they feel comfortable to come to you with safety concerns.
Safety Culture

In addition to showing safety support, manager and supervisor behaviors are key in creating a culture of safety.

A culture of safety is created when all employees from the top down, value safety.

You can show that you value safety by:

- **Reinforcing** safe practices with your employees.
- **Modeling** safe behaviors for employees.
- **Demonstrating concern** for the welfare of your employees.
Here are some additional behaviors that help maintain a culture that supports the safety, health, and well-being of employees.

1. Behave in ways that cause your employees to identify with you and want to follow you by displaying conviction about the importance of safety.

This includes appealing to employees on an emotional level about the importance of safety.
2. Provide a vision that is appealing and inspiring to employees.

This includes:

• Providing meaning for the work, and explaining why following safe procedures are important in the big picture.
• Challenging crew members to work with high safety standards.
• Communicating optimism about attaining safety goals.
3. Attend to each employee’s needs.

This includes:

• Acting as a **mentor or coach** to team members.
• Providing **support** for non-work issues.
• Providing **input** regarding work and safety practices.
Safety Culture

4. Encourage and challenge employees to support safety practices.

This includes:

• Asking your employees for suggestions.
• Encouraging your employees to develop creative solutions.
• Remember that you are always sending messages with your actions. It’s important to send the right message about safety!
End of Module 2

Congratulations! You have completed this topic.

The next module of the training will cover the other components of SHIP.
COMPONENTS OF SHIP

In this module you will learn about the other components of SHIP

• Behavior Tracking.
• Team Effectiveness Training (TEP).
• Follow-up Activities.

You will also learn the importance of team building and goal setting.
Behavior Tracking

Behavior tracking is an evidence-based strategy for improving the transfer of skills learned in training back to the workplace. Behavior tracking will make you aware of whether you are practicing the skills from this training back on the job.

You have just learned what you can do to increase the safety and well-being of your employees. The behavior tracking activity was designed to allow you to practice these target behaviors back on the job.

As part of the tracking, you will participate in setting goals for yourself about these behaviors.

You are encouraged to set goals for yourself that you feel are important, challenging, and attainable.
Behavior Tracking

During the Behavior Tracking period, you will:

1. Utilize the Supervisor Training and Behavior Tracking Guide to learn more about tracking your behaviors.
2. Set personal goals for providing Family & Personal Support and Safety Support to employees.
3. Track your supportive behaviors for 2 work weeks so you become more aware of your own behavior.
Behavior Tracking

We have provided a variety of ways in which you can track your behaviors.

• Tracking can be completed on a **notecard or a lanyard size template**. There are also a number of **apps** that you can use to track your behaviors on your mobile device.

• You should decide which method is best for you on how to record your supportive behaviors.

*Remember: Tracking your behaviors is a key part of behavior change.*

Let's review the behaviors you are tracking....
Behavior Tracking

You have learned different behaviors in which to support your employees. Recall, the two sets of supportive behaviors are:

1. **Family and Personal Support.**
2. **Safety Support.**

Examples of these behaviors are listed on the following pages. You can also find the definitions of these behaviors and examples of each in the follow-up folder.
The four Family and Personal Support Behaviors are:

1. **Creative Work-Life Management**
   • Asking for input about how work can be organized to benefit BOTH company and family or personal priorities.

2. **Emotional support**
   • Expressing empathy, understanding, or offering help when an employee shares a family or personal challenge.

3. **Daily Job and Personal Problem Solving**
   • Helping employees manage practical work-life issues, such as work assignments and family emergencies.

4. **Work-Family Role Modeling**
   • Sharing a family or personal priority with an employee.
   • Sharing ideas or advice with employees about how you manage your own work and family or personal priorities.
Behavior Tracking

The four Safety Support Behaviors are:

1. Safety Communication
   • Discussing the importance of safety over productivity.

2. Providing Resources
   • Asking an employee about the adequacy of his/her safety equipment, tools, or resources.

3. Feedback/reinforcement and Coaching
   • Pointing out and recognizing when an employee is behaving safely.
   • Redirecting an employee when he/she is not acting in a safe manner.

4. Safety Role Modeling
   • Talking about safety being a priority of your own with your employees.
   • Wearing appropriate equipment when visiting a jobsite.
Critical Aspects for Success

What Aspects Are Critical for Encouraging Behavior Change on the Job?

Participatory goal setting
Giving you a choice in the goal setting process and how many behaviors to exhibit.

Feedback
It is critical for you to see repeated feedback about the gap between your current behavior and your desired goal. This is where the weekly tracking card comes in. You can monitor changes across weeks.

High levels of compliance and engagement
You are likely to be successful if:
• You understand and value the behaviors you are self-monitoring.
• You believe this will be an interesting and enjoyable activity
Behavior Tracking Process

After you have completed the training, you will begin tracking your behaviors.

Steps in behavior tracking:

• Decide on your preferred tracking method (notecard, lanyard, or mobile app).
• Print off your preferred tracking method found in the Behavior Tracking Templates Folder (if you choose notecard or lanyard).
• Pick a specific focus behavior that you are most interested in working on or improving.
• Set goals of how much you would like to apply your new skills.
• Check-in and record your behaviors at least two times per day.
• Set reminders on your personal devices to remind you to track your behaviors.
• Check in after the first week, set new goals, and look for areas for improvement.
At the end of the 2-week Behavior Tracking exercise, you should reflect on your behaviors.

Are there areas for improvement?

Refer to this training to set new goals.

*Remember, the purpose of SHIP is to help your employees reduce work and life stress and improve their health, safety and productivity.*

You, as a supervisor, can make a positive change in your work environment and on your team!
Another component of SHIP is the Team Effectiveness Process (TEP)™.

TEP was developed by WFD Consulting to engage leaders and their teams in structured dialogue focused on working together to increase team effectiveness, commitment to safety, and quality of work-life.

WFD Consulting has worked with a number of organizations. They have found that focused facilitated group/team discussions can be very effective in reducing workload pressures, stress, and work-life conflicts for employees while also increasing team performance.
Team Effectiveness Overview

As a manager/supervisor, you play a critical role in creating a supportive, safe work environment.

**TEP was designed to help you work with your workgroup or team to:**

- Identify and discuss causes of work inefficiencies, stress, and work-life conflict in your team.
- Think through root causes and develop practical solutions that are within the team’s control.
- Develop and implement work practices to improve teamwork, morale, communication, and effectiveness in day-to-day work.
Team Effectiveness Overview

The Team Effectiveness Process (TEP) is a structured discussion between supervisors and their teams. As part of this discussion you and your team will:

- Develop strategies to improve work practices and processes to address inefficiencies, sources of stress and work-life conflict.
- Improve teamwork, morale, communication, and effectiveness in day-to-day work.
- Foster a work environment of safety, wellbeing, collaboration, and support.

To guide these discussions a number of downloadable documents including a supervisor assessment of team practices and a team assessment of team practices along with accompanying templates, tools, and guides have been provided.

Please see the TEP Guide for an overview of these resources.
Supervisor Assessment of Team Practices: Examining Your Team’s Workload

This assessment allows you, as the supervisor or manager of employees, to take a step back and assess the current workload and possible inefficiencies in the way your teams works.

As you work through the assessment you will determine team practices that are strengths or areas for improvement, in fostering an environment of safety, well-being, teamwork and work-life effectiveness.

Refer to the TEP Supervisor-Assessment and the TEP Effectiveness Tools for more resources as you work through this assessment.
Team-Assessment of Team Practices

Team-Assessment of Team Practices: Identify Causes of Inefficiencies and Develop Solutions

Having a guided conversation and planning discussions as a team can be very effective in helping reduce workload pressures and stress and in enhancing work-life integration.

The team-assessment of work practices allows you and your team to focus on reducing time-wasters that are within your work group’s control in order to develop solutions and an action plan.

Refer to *TEP Team-Assessment* and the *TEP Effectiveness Tools* for more information on how to conduct these discussions.
Use the **TEP Operating Principles Template** to record your team’s agreements on how to work together to achieve the desired work environment.

**The Operating principles:**

- Are broad behavioral statements that begin with “we will”.
- Communicate how you will work together to enhance team effectiveness, morale, communication, safety, and work-life support.
- Serve as a reminder of what the team is striving for to reach their desired work environment and a roadmap for success.

Use the **TEP Action Plan Template** to record the top priority issues/time wasters and solutions/action items developed by the team as part of your team discussions.
Follow-up

You have learned essential behaviors needed to ease the stress of work and non-work life conflict among employees and strategies for improving safety.

Follow-up and check-ins are essential aspects of SHIP and help ensure that all you have learned becomes embedded into your everyday work practices.

1. Continue to check in on your supervisory behaviors. Are you meeting or exceeding your goals?

2. Conduct TEP follow-up discussions monthly or on a regular basis. Use the TEP Follow-Up Process Discussion Guide.

See the Follow-up Resource Folder for all the needed tools and materials.
Congratulations, you have completed Supervisor Training!

This was the last module of your training. You have completed all three modules.

Refer to the *Supervisor Training and Behavior Tracking Guide* and the *TEP Guide* for more information as you begin to practice your supportive behaviors and engage your employees in discussion.


