



Senior/Middle Manager and Front-line Supervisor Work Site Tours

Definition: Work site tours

A work site tour is a visit to any site where work is conducted in order to observe employee compliance with health and safety standards and practices, and to conduct two-way communication with employees. Tours should act as an outlet for positive reinforcement or behavior changing opportunities. A work site tour is generally human-oriented and is not a substitute for safety audits and routine inspections, which are more technical in nature.

Definition: Frontline Supervisor

A frontline supervisor is a supervisor that oversees workers involved in field or shop operations or dispatched workers (e.g. truck driver, service technician, etc.) from a fixed location.

COR Audit Requirement

Questions A.3b-e in the COR Audit Protocol require the Company to have a written directive outlining how often Senior Managers, Middle Managers and Frontline Supervisors will tour the work sites to observe their employees and discuss health and safety concerns with them. These interactions need to be documented to verify their occurrence.

Companies often do not have these tours outlined, and/or are missing a frequency to hold them accountable.

Often auditors will use other systems to award points for these questions such as separate safety meetings, site specific hazard inspections or inspection programs. These do not meet the intent of the program.

What this series of questions is trying to verify is a system where management and supervisors are actively engaging in correcting worker's behaviors and promoting 2-way communication. Systems often used in this manner include behavior-based safety observations, or management by walking around tours.

It is important that safety is driven from the top down.

While a Company may have this program in place it is important that managers and supervisors be visible to the employees. Often through interviews you might hear that employees have no idea if managers or supervisors come to complete worksite tours.

Suggestions seen regarding the issue of visibility include to discuss the requirement for manager and supervisor tours in safety newsletters or general safety meetings. Have the managers/supervisors touring the sites wear a special color hard hat (hot pink has been suggested).



What to do if the Company has no designated middle managers and/or front-line supervisors?

The auditor will apply N/A to questions A.3d & A.3e documentation and interviews. Justify in A.2e that N/A is being applied as the Senior Manager takes over the Supervisor duties.

If the company does not send Supervisors to site, for example a trucking company who dispatches workers - they must have at least documented discussions of health and safety issues.

And finally, what if there is no documented program or frequencies?

As an auditor you should still be asking the interview questions. Be specific when asking if the Senior Managers, Middle Managers or Supervisors are observing them work and having safety discussions with them while they are being observed conducting a task. This way the intent is still met.