



**Pullout
guide**

Health and safety principles for **PROJECT MANAGERS**

What is a project manager?

A project manager is the company's main representative on a jobsite, with authority over the progression of the project and site supervision. A project manager is the primary link between field supervisors and company management for critical aspects of the job. Ensuring health and safety is a critical aspect of any job.

According to Ontario's *Occupational Health and Safety Act*, the major workplace parties with health and safety responsibilities are the constructor, employer, supervisor, and worker. Because project managers represent management on the project, they are not exempt from responsibilities or liability for health and safety.

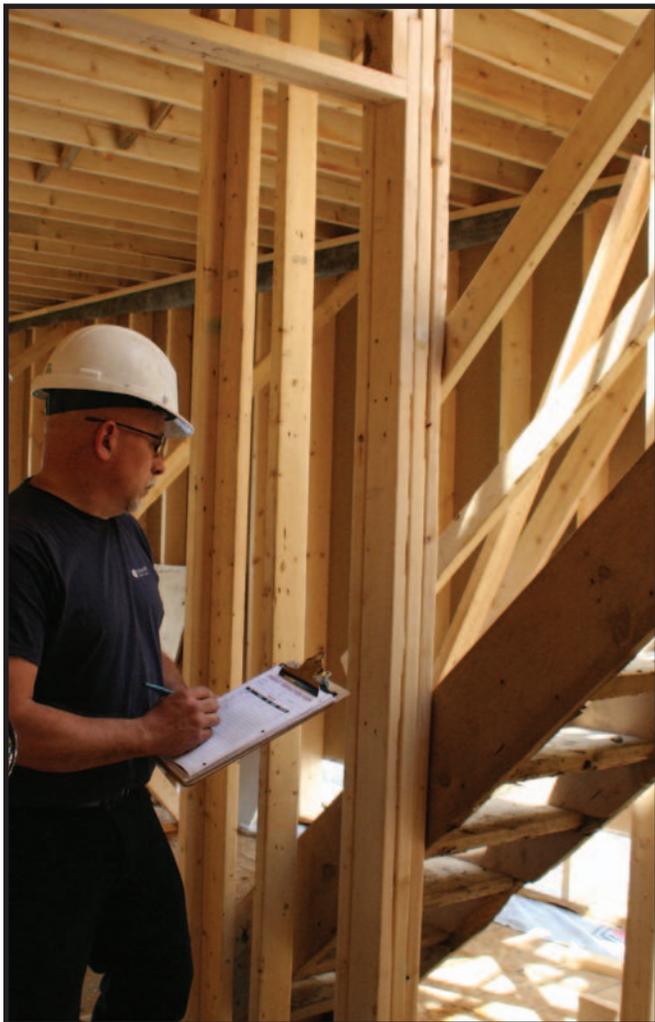
By playing a clear and proactive role in injury and illness prevention, a project manager can ensure that scheduling, costs, productivity, quality, and health and safety are all managed for success.



What should a project manager do?

Emphasize the rules in the bid package

Include detailed descriptions of your health and safety requirements in the bid package for subcontractors. You should especially include those requirements that exceed the demands of the Construction Regulation, such as mandatory use of safety glasses. Including the requirements in the bid package will ensure that the contractor is aware of them, and will show that you're serious about them. The signed contract will also give your supervisors support to enforce the requirements.



Ensure workers have all mandatory training

Ensure that everyone working on site has—at the very least—the minimum mandatory training necessary. By “everyone,” we don't mean only your company's employees. As a constructor, your company has the responsibility of ensuring the health and safety of all workers on site, including subcontracted employees. You, or your site supervisors, will have to ask for records of training (ROT's) or other proof from subcontractors.

Assist site supervisors

Tight schedules, unique project designs, multiple employers, and an often transient workforce make a site supervisor's job difficult. Provide them with resources, assist them with their health and safety responsibilities, and help them ensure or enforce workers' compliance with the health and safety policy. When necessary, you may have to take on the role of site supervisor for a period of time.

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Project manager's checklist

Here is a sample checklist of health and safety requirements for the various stages of a project. At all stages, ensure that everyone on site has the appropriate resources for preventing or controlling workplace hazards.

Pre-bid documents should include

- requests for clearance certificates, liability insurance, WSIB records
 - written confirmation from subcontractors that they will comply with your safety program
 - copies of subcontractors' health and safety programs
 - designation of competent supervision
 - request to conduct inspections, investigations, orientations (specified times)
 - a description of the lines of communication
 - the penalties for non-compliance
 - a statement that attendance is required at project meetings and training sessions.
- there are clear emergency routes, and that the general public is protected from the site's hazards
 - work areas have adequate lighting
 - workers have all gone through site orientation sessions
 - workers have easy access to necessary documents, e.g.,
 - manuals
 - manufacturers' instructions
 - engineering reports
 - safe operation procedures
 - hazard assessments
 - site-specific procedures.

Before or at the beginning of the project

Ensure that . . .

- the following are posted:
 - Notice of Project*
 - Occupational Health and Safety Act and Regulations for Construction Projects*
 - First Aid Requirements Regulation (Regulation 1101 under the *Workplace Safety and Insurance Act*)
 - WSIB form 82 ("In case of injury" poster)
 - the company's health and safety policy
 - Names of Health and Safety Representative, JHSC members, and Worker Trades Committee members
 - MOL orders
 - warning signs.
- Form 1000s are completed by each subcontractor
- locates for overhead powerlines or underground utilities are completed
- the layout of the site has designated areas for storage, trailers, first-aid stations, fire extinguishers, bathrooms, potable (drinkable) water, and parking

As the project proceeds

- Be a good role model for supervisors and workers.
- Attend and assist with orientations and safety meetings.
- Ask for up-to-date WSIB and insurance certificates to be included with subcontractors' progress draws.
- Conduct both scheduled and unannounced inspections.
- Review MOL orders to ensure follow-up.
- Review accident/incident investigation reports.
- Ensure corrective action is taken for any problems.
- Monitor and measure both progress and results.

When the project is finished

- Review safety program components to verify if they are adequate for the next project.
- Evaluate site performance by reviewing
 - accident/incident reports
 - inspection reports
 - training records
 - MOL orders
 - sub-contractor compliance.
- Recognize good performance of both individuals and contractors.

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Check for compliance

Ensure that site conditions and practices comply with current legal requirements (such as Ontario Regulation 213/91: the Construction Regulation) and the company's health and safety program. Ensure that contractual obligations by sub-contracted employers are implemented and enforced before the work begins.

Enforce compliance

In cooperation with site supervisors, ensure that corrective action is taken and that facts are documented in situations where there is

- non-compliance with health and safety regulations
- non-compliance with contracts
- a hazard to workers.

Ensure that supervisors are held accountable for their responsibilities.

Share your perspective

Your knowledge of the “big picture” of the project—the history of the project's development, the overall design, and the major work processes—is valuable information, and you may be the only person on site who has it.

Because of your knowledge—as well as the experience, skills, and abilities which have made you a project manager—you can help develop solutions for challenging health and safety problems. You may see things that other's don't. Share the insights you have gained from your experiences with site supervisors and workers. Fill in the gaps in their knowledge of the project.

Dispute resolution

If disputes arise between supervisors, health and safety representatives, employers, and workers, offer options for resolving the problem. When people are debating a health and safety issue, ensure that the solution complies with the law and the company's health and safety policy.



Get more information

CSAO offers resources and training

Need to know more about health and safety? CSAO has a wealth of handbooks, sample forms, posters, stickers, videos, and training programs. We recommend

- ✓ the training program *Basics of Supervising*
- ✓ the training session *Managing Health and Safety in Construction*
- ✓ the *Contractor's Toolkit*, a book of sample policies and procedures
- ✓ posters you need to comply with the *Occupational Health and Safety Act*
- ✓ the *Construction Health and Safety Manual*—CSAO's encyclopedia of information on preventing injuries and illnesses
- ✓ the video *New on the Job*, which you can use during employee orientation.

You can also call us with your health-and-safety questions, or request the help of a CSAO field consultant. Take advantage of CSAO's wealth of resources, already paid for by the Ontario construction industry.

Start by visiting us at
www.csa.org,
or call 1-800-781-2726