

COACH Training

INTENT

The intent is to shift the leadership focus away from 'policing' for safety to 'coaching' for safety. It is in line with modern behavioral safety approaches, where employees are motivated through positive support as opposed to negative discipline.

APPROACH

The approach will be to conduct a series of training courses throughout the company, on a rotational basis for all business centers. A one-day training course for supervisors and a two-day training course for 'master coaches' will be offered.

DEPLOYMENT

The Development Program will consist of three phases for each person:

Training of supervisors

The first goal is to train supervisors on each site in basic coaching skills to be applied during their normal course of work. During a one day course, supervisors will be trained to apply a range of 'coaching skills' in their work, entailing the following competencies:

- Positive recognition skills, including, the ability to:
 - identify positive behaviors
 - reinforce safe behaviors
 - reinforce compliance
 - reward excellence
 - award for compliance and award for excellence
- Development of corrective coaching skills, to:
 - correct risky behaviors and non-compliance
 - correct negative attitudes and uncooperative behaviors
 - correct technical and risk skills deficiencies
- Application of SafeSMART behavioral tools:
 - Risk and Peer Observations
 - handle adverse responses to positive reinforcement
 - manage the behavioral systems
- Management of the Safety Coach System

Training of Master Coaches

The second goal is to train a small group of "master coaches", who will be responsible for training other employees in the skills of risk observation, peer observation and participating in team safety reviews.

The Master Coaches on each site need to be employees who have shown passion and dedication to safety in their work and who enjoy credibility amongst their peers.

The **Supervisory Master Coaches** will primarily be responsible for coaching their colleagues further in the above skills.

The **Employee Master Coaches** will primarily be responsible for *coaching other employees to:*

- conduct a peer observation of a task being done and to give feedback to the employee
- to participate in a team safety review and to give feedback
- to perform the duties of a "Safety Coach" (see description Page 11)

SAFEmap North America
108-4664 Lougheed Highway
Burnaby BC V5C 5T5
Canada
Phone 1 604 296 3481
www.safemap.com



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Profile of a Master Coach

A Master Coach must have some basic qualities and skills.

He or she should be a person on site who:

- has good interpersonal (people) skills, such as good listening skills, compassion, etc.
- has been involved in training activities before
- is passionate about safety
- is outstanding in safety performance
- has good communication skills
- enjoys the respect of other employees, peers and his/her seniors
- has some basic knowledge of electronic appliances, computers, etc.

