



2015

**CONSTRUCTION SAFETY EXCELLENCE AWARDS
SAFETY MANAGEMENT SHOWCASE**

Willis



INTRODUCTION

On March 19, 2015, the AGC-Willis Construction Safety Excellence Awards (CSEA) breakfast was held at the AGC National Convention in San Juan, Puerto Rico. More than 800 contractors attended. Paul Becker, Chairman of Willis Construction, introduced the awards and noted, “The goal of the CSEA competition remains the quest to eliminate worker injuries and more importantly deaths in the construction industry. It is unacceptable to have more than 800 deaths in the construction industry each year, and everyone in the industry must keep this as our highest priority. The CSEA is a big part of this effort by demonstrating that this is being done and rewarding the best ideas to achieve this in the industry.”

AGC’s Construction Safety Excellence Awards (CSEA) program is the industry’s elite safety excellence awards program for companies of all sizes and occupational divisions. It is unique because finalist contractors make five-minute presentations to five judges who then ask each finalist a series of unknown questions for 10 minutes. CSEA recognizes companies that have developed and implemented premier safety and risk control programs and showcases companies that have achieved continuous improvements and maintenance of their safety and health management systems. In 2015 there were 45 total finalists among six divisions and 28 categories.



AGC-Willis presented the Grand Award for Construction Safety Excellence to WB Moore Company, Electrical Contractors. Each category’s first-place winner was included in the evaluation that determined the “Best of the Best” of the 2015 Construction Safety Excellence Awards finalists.

During the post-competition exit interviews, many contractors shared the value that the CSEA process brought to their organization:

- “Excellent process to review our own program and to find methods to improve.”
- “It required us to dig deep into our safety process/program and learn more about ourselves.”
- “We will proudly publish our award on our website and in every SOQ for work. We will let everyone know how proud we are for the award.”
- “We will use our award to project our continued best practices in safety with owners and employees.”
- “Very thorough process. It made us think about what we do on a regular basis.”

The 2015 AGC-Willis finalist judges were Tony Militello, Mike Sterrett, Mike Fredebeil, Bill Parsons and Bob Fitzgerald.



The following combine the many noteworthy Safety Management program elements highlighted by presenters and noted by the judges during the final competition:

SENIOR MANAGEMENT OWNERSHIP AND PARTICIPATION

- Management appraisals measure results and the effectiveness of participation, hazard recognition, and training interest
- Executive management and the Safety Manager partner to engage in monthly executive meetings and project walks
- Toll-free anonymous hotline to CEO and a board member to communicate a safety concern
- Senior Management interviews all prospective employees
- Weekly safety call every Monday led by operations management
- Safety Essentials Leadership Course required for all supervisory personnel



“OUR ACCOUNTABILITY MATRIX HAS HELPED US DEFINE MEASURABLE MANAGEMENT RESPONSIBILITIES FOR SAFETY, QUALITY, AND PRODUCTIVITY. OUR REVIEW PROCESS IS MUCH MORE MEANINGFUL.”



- President of company personally shares the results of the pre-employment drug screen with new employee after orientation. Hands new employee a business card with cell number and welcomes to the company. Has a 30-minute discussion about the orientation program and the importance of safety to the company
- Company president conducts regular project walks. If an unsafe item or method is noted, the president does not leave the area until it is corrected no matter how long it takes
- Company sponsored, 3 legged stool reminders are placed in key areas.
- Monthly companywide safety meetings are held using “GoToMeeting®,” allowing all safety and project team members to communicate regularly and more efficiently rather than driving to a certain location for a face-to-face meeting
- Senior management team must go through the same safety training requirements as the project team
- When negotiating for the company vision plan, prescription safety glasses are mandatory as an additional benefit.
- Marketing department employees must have an OSHA 30 hour within 3 years so they understand project safety and can better explain in proposal the company safety culture
- All identified future leaders must attend a 40-hour project supervision course for leadership behavior consistency
- Project managers are required to physically walk the project weekly for 1 hour with the expectation of answering the question: “How many accidents did I prevent based on what I did on my walk today?” The answers are shared with other members of the project management team
- Focus on a culture of completely participating and influencing vs. a culture of compliance
- 100% self-perform contractor uses a 3 safety violations and you are suspended for 90 days policy. After 90 days upon return you are on probation for a period of 60 days. The goal is not to punish the employee, but to reevaluate their commitment to safety
- CEO and senior management team receives every incident report and alert
- CEO makes quarterly job walks on every project with safety director
- Bi-annual anonymous Culture Safety Opinion Surveys of every employee
- Active at college and university level for recruiting young construction professionals
- \$2,000 is charged to a project for safety (5 key measures – failure to wear fall protection, trench inspections, safety glasses, etc.)
- Expected losses are allocated to the division and “refunded” if not realized.
- Have the view that if they get to the point of a “3rd strike” disciplinary action, management has failed the worker in some way and works to improve the role of management
- Executive mindset is “Zero Harm.”
- Executive management effectively conveys that they are “Champions of Safety”
- Executive Awareness - “What You Allow In Your Presence Are Your Standards”
- Philosophy of servant leadership
- People ask, “What if you train them and they leave?” Response, “What if I don’t train them and they stay?”
- Open Door Policy



- Strategic investments by small businesses in safety program initiatives after review of relevant safety program metrics. (Using limited resources in a deliberate manner to optimize their investment – ensuring the initiatives fit with the culture of the organization vs. a trendy or misplaced/incongruent program intended for larger organizations)
- Accountability Matrix
- Heavy investment in safety professionals
- Company requires and pays for Fitness for Duty Exam for every field worker and Prescription Safety Glasses
- Incorporate safety into all management meetings
- Develop a team to review; implement/not implement, employee suggestions
- Have a formal process for timely follow up with the employees on their suggestion for all to see on a company intranet site - try to do face to face from upper management as well, and make sure you don't ever shame them for an idea
- Read Brad Haam's "Ownership Thinking."
- "Your Actions are Speaking so Loudly, I Can't Hear What You Are Saying..." Ralph Waldo Emerson

RISK IDENTIFICATION AND ANALYSIS

- Use of "Posters" to reenact and assist in the causes and visual steps leading up to accident investigation
- Safety Mojo – Electronic system to notify executive team of incident, track involvement and Follow Up report card graded weekly www.sales.safetymojo.com
- Electronic JSA safety plan builder; cannot finish loading a task without first identifying the hazard along with an appropriate control example <https://www.jsabuilder.com/>
- Weekly safety audits completed with Site Audit Pro, which incorporates photographs with positive and negative observations. The audit results with pictures are reviewed each week with management, crews, and in subcontractor meetings. <http://www.veamstudios.com/company.html>
- Monthly job site audits are scored from 1-10. 10 is best. (If the project receives a 10, must buy lunch for everyone. If the audit scores 6 or lower, the project manager and foreman must meet with the president to explain why.)
- Use and application of CII's Zero 9 Injury fundamentals to determine safety and leading indicators and formulate safety business plans.
- Leading indicators are tracked using Autodesk BIM/360 safety inspection program
- Loss history analyses showed employees with 3 months or less experience were having 40% of the injuries. Developed a strengthened new employee training program in which a mentor is assigned and special training for a 3 month period is given until sign off by mentor
- 2 week Look Ahead schedules are posted on a LEAN Board. This gives all a pictorial view of what's coming up and fosters thinking and discussion around what safety issues will need to be addressed

1. Demonstrated management commitment
2. Staffing for safety
3. Planning: pre-project and pre-task
4. Safety education: orientation and specialized training
5. Worker involvement: behavior observation process and safety perception surveys
6. Evaluation and recognition/reward
7. Subcontract management
8. Accident/incident investigations
9. Drug and alcohol testing

“OUR USE OF “POSERS” TO REENACT AND ASSIST IN THE VISUAL STEPS LEADING UP TO AN ACCIDENT HAS SIGNIFICANTLY MOVED OUR INVESTIGATION PROGRAM TO THE NEXT LEVEL.”



“
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”

- Vehicle accidents are a huge source of risk for contractors. Company went above and beyond to help prevent vehicle accidents by incorporating the “Smith System” of driver training. <http://www.smith-system.com/>
- Changed procedures due to safety committee input and now embrace ALL field workers being certified riggers
- Focus on “metal-to-metal” incidents
- Electronic Information System in support of Safety Management System. Training, mishap reporting, hazard identification and correction, license/certification, and other records electronically recorded in central database. Electronic data collection and storage supports ease of data analysis, risk identification, program evaluation and initiative development
- Regular, recurring involvement of 3rd party inspectors/program evaluators/consultants to perform program audits and provide recommendations for program improvement
- Safety design review during bid phase to ensure hazards are well identified prior to bidding

TASK DESIGN - ENGINEERING CONTROLS AND DESIGN FOR SAFETY

- Use of level 5 cut resistant gloves for field employees
- Use of reusable slab clamp “Slab Grabber” for passive fall protection rather than PPE (personal protective equipment) on bridge deck work
- Using “Opportunity for Improvement” Form for workers. \$\$\$ rewards for applied ideas, part of Total Quality Management program
- Project management evaluates the work in the planning stages to focus on phasing the work to mitigate risks to workers. Example: phasing the work so workers can be protected greater distances behind barrier walls or away from traveling public than was shown in the project plans. Also phasing as much work during the day to reduce night work, which they feel has more risk
- Purchasing motorized construction equipment with the quiet package to reduce and engineer out noise sources and levels around workers. The link to this document from The Laborers’ Health and Safety Fund of North America further discusses reducing noise on construction projects <http://www.lhsfna.org/files/bpguide.pdf>
- Fabricated a tractor-mounted bar to place geotextile fabric on the subgrade mechanically reducing significantly the manual handling risk to workers and made the placement of the fabric more efficient
- Cable guardrail compliance assurance - supervisory measurement tool



- Working with a local university's construction management school, policy going forward; stair towers will be used to gain access from the ground to the 1st floor of the building. Motto: "You should be able to walk, not climb to your work area."
- Working with a local university's construction management school, a new guardrail system that takes less time to set up and provides more consistent and reliable passive fall protection than wooden guardrails is being used on all projects. Rapid EPS <http://www.rapideps.com/us/index> – The cost is roughly \$1.50 a linear foot to rent. The photos show use on a stairway and on 2 elevator shaft openings



- Off-site fabrication of mechanical piping and plumbing along with patient bathrooms and headwalls, which made the tasks safer and increased productivity
- Coordination and planning between the steel erector and the steel fabricator to pre-engineer thousands of engineered connection plates for individual tie off points, HLL anchor locations, and a bolted outrigger system that supported a pre-engineered walkway system used to access work points for ironworkers, welders, surveyors, and QA/QC 3rd party inspectors on the project.
- Focus on "Ladders Last" program has moved work from ladders from 90% to under 5%. 95% of all aerial work is now performed from aerial lifts, scaffolding and Baker scaffolding significantly reducing the risk of ladder falls
- Ergonomic "cutting station" for sheet metal cut saws to keep the work task at waist level reducing the stress on the back and the potential for back strains. Mobile storage carts and dump buggies for cut off waste also reduce the overall risk of back strains and improve the ergonomics of the task
- Local code inspectors caused the sequencing of MEP installation to be more hazardous because some trades had to jump ahead and install their utilities out of sequence. This caused the increased risk of more ladder use, scaffolds and lifts. A group of contractors met with local county/city code inspectors and requested the inspection sequence be changed. The code officials agreed to change their inspection sequence to accommodate safer installation practices by the contractor(s). Quality and production also improved. This was historic; no one has asked them to change the sequence before.
- On multi floor projects a "dance floor" scaffold is built over open ceiling areas as an alternative to using lifts, ladders and otherwise less safe alternatives.
- Heat illness management - conducting work at night (conditions permitting) to avoid high daytime temperatures



“ WE COMPLETED A DETAILED MULTI-DISCIPLINE PRODUCTIVITY STUDY AND FOUND PASSIVE FALL PROTECTION WAS SIGNIFICANTLY MORE EFFICIENT THAN ACTIVE PPE FALL PROTECTION. ”

SAFE WORK METHODS (PLANNING AND VALIDATION OF)

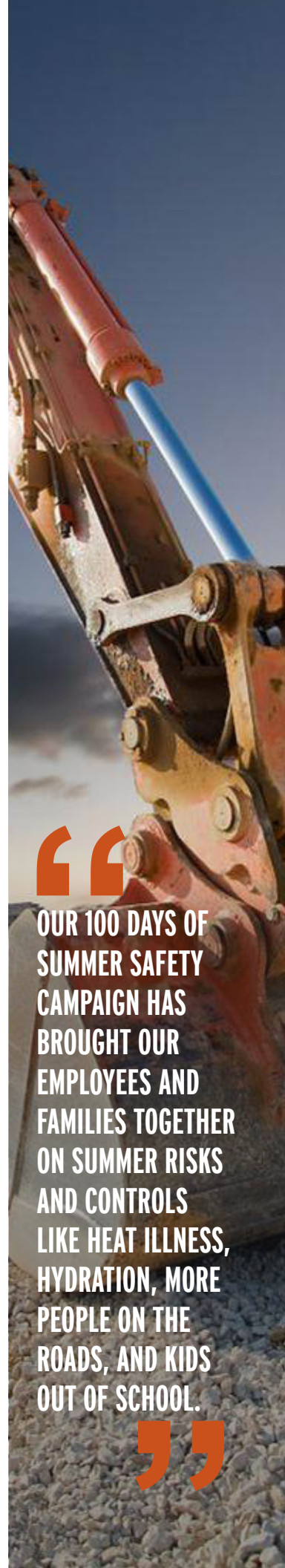
- Plan of the Day meetings
- The idea of Zero Harm
- Foreman can choose their work method topic of observation and coaching from a menu tied back to company historical losses and risks
- Completed productivity study - Passive fall protection was more efficient than active PPE
- Equipment operators are required to perform a 30-second walk around of their equipment each time before they move it. This is in addition to their daily pre-inspection program
- Daily ladder safety inspection tag for all types of ladders puts more responsibility and accountability into the ladder safety process
- Housekeeping committee on the jobsites. Subs clean 30 minutes per day
- Each safety manager carries a 4-gas monitor on the jobsites
- Extreme housekeeping program specifies bins, process, and measures
- Each safety manager carries a heart defibrillator in their company vehicle
- Each foreman is given their daily scope of work. The crew assesses the scope, identifies and documents safety concerns, and determines means to address these safety concerns
- Weekly foreman and superintendent safety training session for 1 hour
- Summary of JHA topics turned in up on screen in office
- Application of human performance elements. 1. Expectations and Involvement 2. Goal Setting and Action Planning 3. Defined Safe Work Practices and Procedures 4. Observation and Behavior and Work Practices

WORKER ENGAGEMENT, INVOLVEMENT, AND PARTICIPATION

- Slogans used:
 - SULU – Speak Up, Listen Up
 - Team Work Makes the Dream Work
 - Watch Where You Put Your Hands
 - Take 60 seconds for Safety
 - Safe Worksite is Productive Worksite
 - If It Can't Be Done Safely, It Can't Be Done
- Daily Track – Employee Level Risk Assessment - Think, Recognize, Access, Control, Keep
- Videotaped worker injury reenactments are reviewed by all field employees. Categorized and kept in the Learning Library
- Workers who are injured are invited for a 3month executive safety committee position
- Weekly phone contact system for electronic affirmations by various levels of management that each employee feels like part of the safety process.
- Every Monday, on every project, there is a companywide safety stand down where all incidents from last week are discussed and the critical activities for the upcoming week are reviewed. These are completed in English and Spanish
- Monthly recognition program for the employee who excels in safety performance. A \$500 AMEX gift card is given as the reward. The employee is also in the monthly newsletter explaining why they were recognized
- PPE vending machines to ensure PPE is available. It also tracks use by worker so excessive use can be managed.



- Aim Zero, a 3rd party reporting hotline for anonymous reporting of improvement ideas, safety concerns, or near-misses
- Monthly APB's (Accident Prevention Bulletin) are sent to each employee's home. The APB's outline all incidents and near misses and includes the root causes and corrective action
- Health and Wellness committee which addresses the root cause of life habits that can affect employee safety and work methods. Annual Health Fair held where all family members are encouraged to attend
- Jobsite warning and hazard signs with photos of team members along with the "danger" or "cautionary" language to make the warnings more personal. Signs referencing PPE show an actual team member with the PPE properly worn
- Worked with snack machine vendor to only offer healthy snacks at a significantly reduced cost
- Jobsite huddles held 3 times per day. Once in the morning to focus on the risks for the day, after lunch to discuss what has changed since the morning huddle and re-focus, and at the end of the day to review lessons learned from the day and remind employees to drive home safely and be safe around the house
- Strategic plan and schedule to talk to employees one on one about their personal life situations. Shows additional concern for not only the well-being of employees while on the job but more importantly what affects employees off the job. Issues are strategically coordinated with the Employee Assistance Program, rather than "just deal with it."
- Stop and Call Program: A Red STOP sign-shaped sticker is placed inside of each employee's hard hat that has a phone number to report any safety-related issue or concern on the project
- Innovation Incentive Program – A \$50 cash award for any innovative idea that gets adopted in the safety or operations management process
- 100 days of summer safety campaign which focuses on heat exhaustion, hydration, more people on the roads, kids out of school, etc.
- "SOS Lifeguard" program where select craft workers receive the same safety and leadership training as project management. They act as a safety back-up closer to the work in case the project management team is not around
- A construction safety quiz is emailed each day to all workers to help drive home safety knowledge on a daily basis
- Participation in the CDC's National Healthy Worksite Program (NHWP) - <http://www.cdc.gov/nationalhealthysite/index.html>
- Supervisors vote on PPE to be worn in line with minimum requirements
- Monthly jobsite safety exam. A volunteer worker develops a quiz based on current job conditions and hazards, and it is given to all employees. The answers are reviewed as a group
- Employees are digitally connected. Facebook & Twitter for employees and families
- Employee innovative ideas are posted on intranet site for all to benefit and spur more ideas



“OUR 100 DAYS OF SUMMER SAFETY CAMPAIGN HAS BROUGHT OUR EMPLOYEES AND FAMILIES TOGETHER ON SUMMER RISKS AND CONTROLS LIKE HEAT ILLNESS, HYDRATION, MORE PEOPLE ON THE ROADS, AND KIDS OUT OF SCHOOL.”



- “We are all safe today” phrase tweeted out by safety managers. Company uses social media tools to enhance constant company communication
- Company using all aspects of social media for communicating and training - TV, YouTube, links to safety processes, intranet, internet, Facebook, Twitter, etc. Great way to shout out kudos or great job guys
- Slogans used:
 - CVIS - “Craft Voice in Safety” – A communication tool that provides a platform to ensure all craft have an equal voice in safety, working in partnership with management
 - “Why I Work Safely” is a campaign reminder of the emotional reasons for working safely, using campaign-style buttons with loved ones’ pictures to promote awareness
 - Nobody Gets Hurt
 - 360 Mindset – employees keep their heads on a swivel
 - Focus on Taking Care of Each Other
 - STP – Stop, Talk, Plan
 - Safety by Choice
 - A Rising Tide Lifts All Boats
 - Work Hard, Work Safe, Have Fun
 - You See It, You Own It
 - Build, Lead, Grow
 - Safety Brings You Home
 - YFNY – Your Family Needs You
- Activity hazard analysis - One example resulted in having laborers sit in heavy equipment to experience blind spots to better understand the challenges of the operator
- “Livestrong” employee safety bracelets with sayings that remind them that workers’ lives matter
- All personnel, including management, are assigned safety-related tasks and are tracked to ensure participation and completion of task
- Used SafetyNet - Program used to record inspection data and then helps company to predict workplace injuries using leading indicators. Company also used the resultant data as a coaching/mentoring opportunity with management personnel and labor force
- Establishment of safety hot line to enable workers to leave information anonymously
- Superintendent’s Pledge Poem – Carried by all company personnel
- Annual Safetyfest meetings held
- Family participation safety talks on an active project
- Unique Recognition Program Reward - Private Port-a-Potty with key access for a month!
- Asking everyone to answer, “What is the most hazardous task today?”
- Employees’ kids designing safety art and making a calendar
- Employee-designed safety marketing shirts
- Send gift cards with photos to the family’s house to recognize safety participation
- Once a month do a longer toolbox, lifesaving toolbox – get a pledge to work safe from each worker
- Safety Bulletin Board - safety paperwork turned in and displayed on a 4 x 8 sign as a competition to turn in the most paperwork/incidents/near misses
- Employee challenges - “We want 4 suggestions, 4 incident/near miss, etc.” – If they complete the challenge, they get a food party for the crew on the jobsite –the first one they win, owner attends



SAFETY TRAINING AND VALIDATION OF TRAINING

- “Sponsor Buddy” program. Sponsor and supervisor evaluate new hire’s application of training for 30 days after orientation. Both must sign off that worker is ready to work without buddy or process continues
- Worker task-specific “pocket guide” for the specific tasks they will be performing. Laborers may get just one guide for the scope of their task; others, such as equipment operators, may get several pocket guides. Guides must be kept on their person and produced upon request by supervisor. Workers are required to verbally explain the safe way to do their key assigned tasks. During morning meetings workers are called upon to lead the meeting using their pocket guide
- All company employees from the top down are required to take 20 hours of annual training, 5 of which must be safety
- Company YouTube series of safety videos that can be accessed through, desktop and smartphone. <https://www.youtube.com/watch?v=DBsqpXmstQk>
- 10-hour orientation program for all new hires includes temporary labor and labor from labor brokers. Part of the orientation is a series of photos depicting common and not-so-common (lightning, weather) hazards on projects that trainees are quizzed to recognize, and then the orientation group discusses how to control and/or eliminate. Interactive hazard recognition and group discussion on controls
- Mentorship meetings (monthly) where crafts of varying tenure meet to help each other understand and discuss safety-related procedures, processes, and lessons learned. Results are summarized, documented, and shared with senior management
- 40 hours per year of mandatory management training - leadership education, communication and listening, understanding and dealing with conflict and confrontational issues and safety
- Aside from the morning stretch and flex program, 10-15 second “micro breaks” are used to keep workers stretched and comfortable
- Training Badge - QR Code program provides instant access to training records for GC and all subcontractors. Smartphone scans the code for details
- 2 separate training programs for Pre-Task Hazard Analysis; one for the crew and one specifically designed for 1st line supervision, which has leadership and group discussion best practices



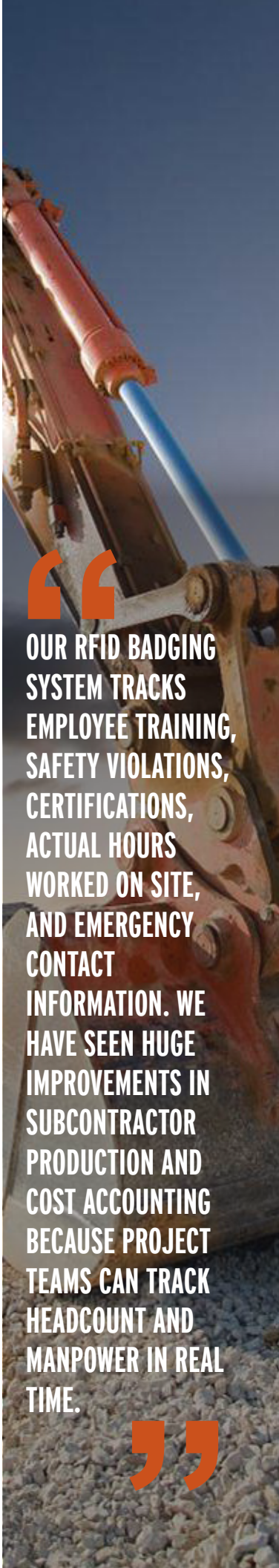
“OUR COMPANY YOU TUBE SERIES OF SAFETY VIDEOS THAT CAN BE ACCESSED VIA DESKTOP, LAPTOP, TABLET, AND SMARTPHONE HAS BEEN A HUGE SUCCESS.”



- Monthly ongoing safety training through “Lunch and Learn” program. Craft workers make 30-minute presentations on pre-determined safety topics
- Lead men attend Foreman Core Training in preparation for a future leadership role. Foremen attend a developed Leadership in Safety Excellence certification course which is 2 days and 4 modules
- 3 part orientation process: Level 1 – Initial Orientation, Level 2 – 30-60 days after Level 1, and Level 3 – 60-90 days after Level 2
- Company credential system revised to fit into plastic pocket of safety vest. Employees wear color-coded badges that display their training and are visible to everyone. Temp laborers use same system and visible pocket vests
- Cross training for electricians, mechanics and pipe fitters. Each will look at tasks from a different perspective. They become lead supervisors some day and will manage multiple trades
- Using JJ Keller Online Training
- Slogan - “Knowledge Always Improves Safety”
- Creation of safety plan library
- 30 day orientation
- Safety Trained Supervisor (STS) – Certified Superintendents
- DSP – Designated Safety Person
- Science of Teaching - One company hired a person to help develop internal teaching methods to teach safety to the workers.
- Stop Work Card and employee empowerment to “stop work” of any job-site worker. Evaluation of the program has increased cooperative involvement of all subcontractors vs. and adversarial relationship across the entire worksite.
- Develop a LLC (Limited Liability Corporation) to design and present your safety training sessions to contractors with limited safety training resources will have a resource to help with training requirements
- New Employee Orientation - Orientation of company policies, rules, regulations and validation of competency in skill/craft hired to perform. (Multiple companies only recently started new employee (including sub-contractor) orientation.)
- Targeted training in response to negative mishap trends (management analyzed mishap data and developed targeted training to reduce specific mishap types)
- Bi-lingual/multi-lingual training (and signage)
- Continuing education/training for all personnel
- Hire a principal/teacher to help teach your leaders how to teach and complete proper training
- Test for learning styles, offer training in different learner types
- Have badges that can identify all the training that an employee has taken
- Safety training designed in Adobe Captivate – Great program. You can import PowerPoints and voice overs very easily; a small investment and it doesn’t take a design major to be able to develop video

SUBCONTRACTOR MANAGEMENT

- Subcontractor pre-qualification, evaluation, and rate system – SPERS.
- Subcontractor safety seminars for 1/2 day and held throughout the year. Company president kicks off and has closing comments. OSHA participates with a presentation and members of the local university construction school attend and do presentations
- All subcontractor employees must have the OSHA 10 within the last 3 years to be on the project – written into the subcontract agreement.
- RFID badging system tracks employee training, safety violations, certifications, actual hours worked on site, and emergency contact information. Operations can track headcount and manpower in real time to improve production <http://www.fcbackground-llc.com/>
- All subcontractors must submit a JSSP (job specific safety plan), not their safety manual, before they arrive on the project
- Contract documents require foreman and supervisors to have an OSHA 30-hour within the last 5 years, and annual CPR first aid certification.
- 3 strike program where on the 3rd safety issue, the owner of the subcontractor must come and meet face to face with the owner of the GC
- Safety committee members attend the safety committee meetings of other contractors to share knowledge and network with the ultimate goal of continuous improvement. Safety is not proprietary
- In-depth detail subcontractor safety training which exceeds the content in the OSHA 30 is provided by the GC free of charge to help subs improve their safety management process skills
- Bi-annual 3 hour “Safety Summits” with all subcontractors to discuss various safety topics. Improves subcontractor safety knowledge, builds trust, and improves GC-sub relationships.
- 4 hour mock/OSHA inspections by the safety director and president. All typical OSHA-related paperwork and site walk protocols are followed. A mock closing conference with citation review is completed with all project management in attendance. Provides an interactive training experience and better prepares the project team for potential future visits by OSHA
- Each subcontractor contractually required to provide a foreman that is fluent in English and Spanish. This requirement is validated by successful completion of an orientation meeting in both languages
- Site safety inspection software captures pictures and other positive or negative safety issues. The report is distributed automatically to the project team. If the issue involves a subcontractor, an electronic copy of the report is automatically sent to the subcontractor’s executive leadership team. Subcontractor data and response is also tracked for future sub prequalification bid system
- Used SmartBidNet online bidding system - helps GC make subcontractor selection
- Get involved in safety non-profits/helping community and sub-contractors with their safety programs



“OUR RFID BADGING SYSTEM TRACKS EMPLOYEE TRAINING, SAFETY VIOLATIONS, CERTIFICATIONS, ACTUAL HOURS WORKED ON SITE, AND EMERGENCY CONTACT INFORMATION. WE HAVE SEEN HUGE IMPROVEMENTS IN SUBCONTRACTOR PRODUCTION AND COST ACCOUNTING BECAUSE PROJECT TEAMS CAN TRACK HEADCOUNT AND MANPOWER IN REAL TIME.”

“ WE CONSTANTLY PRACTICE AND RUN DRILLS ON WHAT TO DO IN THE EVENT OF AN EMERGENCY. WE TEST KNOWLEDGE BY CONSTANTLY ASKING RANDOM INTERVIEW QUESTIONS OF OUR MANAGEMENT TEAM. ”

911 - EMERGENCY AND CRISIS MANAGEMENT

- Clinic Locator - Electronic application that finds the closest approved clinic and Google map directions to the location
- Project-specific Crisis Management checklist with details about whom and how to respond. Checklist is reviewed and practiced with all project team members once per month and whenever there is a change
- Crisis management 3D project poster which shows key gathering points and specific media gathering points so media is controlled
- Work Zone “Crash Analysis Team” which is comprised of Safety, Operations, and the corporate attorney. When a work zone incident occurs, the team is dispatched to the scene to gather the appropriate information immediately while the facts are fresh
- On an annual basis two, 4 hour crisis management courses are conducted for all employees. All employees must keep a crisis management step by step card on them at all times
- Crisis Management plan has a “Buy Time Statement” that politely holds the media at bay until the company crisis management team can arrive on the site
- Crisis Management plan was expanded to include protocols for “active shooters.” https://www.dhs.gov/xlibrary/assets/active_shooter_booklet.pdf
- Investment in heart defibrillators
- Presence of a mobile clinic - especially for remote work sites where distance to nearby emergency medical treatment facility adversely impacts patient health/survivability
- Electronic, phone-based step-by-step crisis management system of notification and prompts





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