



MINUTES

CONSTRUCTION DIVISION MEETING

May 11-12, 2015

South Point Hotel and Casino, Las Vegas, NV

Members Present:

Z. Barnett	J. Carter	D. Della-Giustina	L. Depue	N. Elli
L. Goldenhar	E. Greer	G. Kennedy	D. Kliwinski	K. Morgan
D. Parker	K. Parker	D. Payton	M. Pennington	F. Perrino
G. Tellish	T. True	D. Yuhl		

Members Absent:

Staff:

A. Harper R. Thomma T. Washington

May 11, 2015

- Meeting opened by David Kliwinski, Chairman with the Pledge of Allegiance at 1:00 pm
 - Introductions were made of the attendees
 - Minutes were read by Gary Tellish, Secretary and a motion by Landon DePue and 2nd by Kevin Parker to accept the minutes as read.
 - No questions, All In favor, No Opposition
 - Report of Chairman
 - Video entitled The Bantrel Safety Rapper was played and discussed. Web Link distributed to all
- Tammy Washington
 - Update on Young Professionals
 - Spoke about the Linked In page
 - 2400 people on the page
 - Need people to post information on the page
 - Tammy will send out link
- David Kliwinski spoke about the different divisions getting together to meet in Spring of 2016
 - Opening Conference everyone would be together
 - Each Division would break out then come back together at lunchtime.

- There would be an evening reception with all division members to network
- Zach Barnett, Phoenix Area Manager for OSHA
 - Spoke about Falls, Cranes, and Communication Towers. He addressed the new Confined Space Standard in Construction.
 - Spoke about Beryllium and Silica are two standards that are being proposed.
 - He also spoke about the Safety Stand Down May 4- 15\
- Amy K. Harper, Ph.D. Senior Director – Work Place Safety Initiatives NSC
 - Spoke on Business Case for Safety
 - Amy encouraged everyone to be active with the Journey for Safety Excellence
- Robert Thomma, Director, Major Accounts, NSC
 - Robert spoke on the end of Monday and started out Tuesday
 - Spoke about member exclusive benefits
- Discussion on how to increase the number of members in the NSC Construction Division.
 - Spoke about the Transportation Group. All were encouraged to bring 1 or 2 new people to the next meeting
 - Getting people to Congress is critical, especially since there is a lot of good information
 - People don't know who we are
 - Maybe provide a booth at Congress
 - Have an evening were interested parties can come and talk to members

May 12, 2015

- Gary Tellish gave safety moment on the hazards of the vehicle traffic at the Hoover Dam
- Hoover Dam Tour
- Eddie Greer, Director of Business Development BCSP
 - Spoke about BCSP and the importance of Certification
 - Spoke about what sets BCSP apart from others
 - BCSP is going to introduce a Senior Safety Manager designation for those persons without a degree but with many years of experience
- Linda M. Goldenhar, Ph.D. CPWR
 - Spoke about Strengthening Job Site Climate
 - Document with 8 worksheets was distributed to use as leading indicators
- Round Table Discussion
 - The group reviewed the 8 leading indicators, and selected by vote the top 4 and then broke out into 4 groups. Each group discussed Best Practices relative to their topic. We then shared information among the groups. This information was documented and will be part of the meeting minute notes.
 - Four most significant topics were chosen and numbered by the worksheet category:
 - #1 Demonstrating Management Commitment
 - #3 Ensuring Accountability at all Levels
 - #4 Improving Site Safety Leadership
 - #5 Empowering and Involving Workers
 - Attached is the information gathered by the 4 groups.
- David Kliwinski informed the group that Landon Depue was not going to be able to fulfill his obligation as Vice Chairman and that Gary Tellish would move up to Vice Chairman and we would have to fill the Secretary's position temporarily and vote on it at the next meeting.
- David Kliwinski thanked everyone for coming, and reminded all the next meeting would be September 27th Sunday in Atlanta, GA prior to the next NSC Congress. Meeting adjourned at 4:00 pm

Group #1: Best Practices for “Demonstrating Management Commitment”

**Results of group meetings on May 12 regarding “Strengthening Jobsite Safety Climate”. Our group was tasked with listing and prioritizing #1 Demonstrating Management Commitment. Our group agreed to the following:

1. Assure senior level project management engagement in all site safety orientations. This refers specifically to senior management at the project level.
2. Upper level executive management needs to be visible at the project level. Executive management needs to be visible and engaged at the construction site level.
3. Project level senior management needs to review safety related issues at the beginning of **every** meeting.
4. Management needs to be visible. Period
5. Management needs to assure that measures are established to track project level management engagement.
6. Have senior level managers conduct and lead incident investigations.
7. Involve management in a formal recognition program

Group #3: Best Practices for Ensuring Accountability at All Levels

How do we get individuals at all levels to answer for their actions both good and bad.

1. Good Rewards System
We agreed that a rewards system should be established and promoted on individual performance level, which is controlled by the superintendent awarding individuals based upon their behaviors. Superintendents are given gift cards and logo gifts each month for distribution among the crews which creates accountability for the superintendent to pay attention to how his team operates safely. In addition there is a rewards log that must be turned in so it is known who the gift was awarded to, why they received it, what type of gift, & who gave the reward. Management must then be accountable to track how the rewards are given based upon the logs and ensure fairness in the overall system. Management also has the ability to award a group of people who have performed well by providing group lunches and dinners. This system promotes a Safety culture while preventing the urge to hide incidents in efforts to receive rewards.
2. Developed plans and policies.
It is vital to have prepared plans and policies for all levels of employees from craft to Sr. Management. Guidelines should be implemented to establish accountability to measure performance and conformance. Pre-planning and development of effective systems should be a must for all positions. This type of accountability ensures successful deliverables for individuals and corporations. As the old adage goes “If you fail to plan then you plan to fail”
3. Courage to take action
It is necessary to take action for rewarding desirable behavior, and disciplining unsafe behavior for all levels from top down. If we are not consistent in rewarding good behavior then the company and most of the people will not rise to level of achievement that is expected. In the same manner, if we do not discipline consistently for poor performance, then we enable and empower a negative culture that will ultimately be counterproductive of the very culture we are trying to establish. It is easier to rewards rather than discipline because consequences for discipline can sometimes result in loss of key business components (individuals and clients), and we must be willing to take the action necessary to follow the rules and guidelines that we have put into place as a company. True accountability takes

courage which is the ability to do something that you know will be difficult or even dangerous. All of this has to be done regardless of position as double standards are usually built upon cowardice and fear. Let's be courageous!

4. Don't weigh safety different or separate from production when evaluating operational performance.
We must blend Safety and production together to make them synonymous with each other. It's not how much production was done and if there was enough we can weigh safety separately or we are behind schedule so we can loosen our HSE standards just a little just to save time and get caught up. Either you performed according to all rules, regulations, and process properly or you didn't. One way to do this is to combine your work method statements with your JSAS's. If we followed a work method statement to the letter, but didn't use fall protection then we didn't follow or create the work method statement properly, because it should not be separate from the JSA, but the same document. Accountability becomes automatic when safety and production are not measured separately as it pertains to operational performance. Bonuses and profits sharing is often weighed heavier on production vs. safety, but once you combine them and truly give them equal weight you can create a culture of "We don't risk it to get the biscuit" and that's how we operate.

Group #4 Best Practices for Improving Site Safety Leadership.

1. Mears Group focuses on the safety training of our site leadership as a form of improving. We send our site leadership through extensive safety leadership including:
 - a. OSHA 30 Hour Leadership which includes Caterpillar's Speak Up, Listen Up.
 - b. OSHA 10 Hour on Construction regulations
 - c. Quanta Supervisory STEP training: Step up to Supervision
 - d. Quanta's new Certified Foreman Program which includes the above 3 as well as a Harassment training session. Employees are recognized as certified with hardhat stickers and visible recognition.
 - e. Training on how to conduct JTSA meetings
 - f. And many more safety specific training sessions based upon employee classification.
2. Holding site leadership accountable by auditing their projects using corporate leadership and Field Safety Managers that roam the country visiting crews. These audits review daily JTSA documents for pencil whipping and thoroughness, participation in a morning JTSA meeting to observe how effective the site leadership is in coaching and drawing out safety concerns, and more. The audits include a form that covers compliance and company policy safety requirements.

Group #5 Best practices for Empowering and Involving Workers.

1. Pre-Task Planning
 - a. Supervisor and employee direct involvement and commitment. Updated as tasks or hazards change.
2. Leadership and Safety follow-through
 - a. No dumb questions; allow employees to be comfortable communicating and questioning.
 - b. Resolve and or explain issues/outcomes
3. Recognition programs – encourages employees to communicate hazards
 - a. TFS – Safety star stickers with rewards
 - b. Kiewit – Near hit reports recognized at safety meetings
4. Communicated to employees that they are all empowered to STOP WORK. Ensure no negative impacts to employees for stopping work.

5. Provide leadership contact to employees to allow for escalation to the point of satisfaction with repercussion.