



Green Cross for Safety® Awards 2023 Finalist | Excellence

Day & Zimmermann

The Challenge: Maintaining America's Plants in an Unstable Post-Pandemic Environment

Day & Zimmermann's Maintenance and Construction division (DZMC) faced a challenge early in 2022 reestablishing a traditional operating model while navigating post-COVID-19 recovery. Both DZMC and its customers faced unprecedented staffing shortages, supply chain delays and an inconsistent return to "normal" operations. The effects of these difficulties compounded and found its field teams dealing with new safety risks resulting from fewer workers available for 24/7 operations, missing or delayed parts and tools for maintenance and repair of plant systems, and established safety processes and protocols looking different in the unstable post-pandemic reality.

As one of the nation's leading providers of maintenance, construction and specialty services to plant and facility owners in the nuclear, fossil, solar, government and industrial markets, such as chemical, advanced automotive and semiconductors, DZMC takes on high-risk work in hazardous environments. In the nuclear industry alone, it maintains 56% of the nation's reactors. It powers America, even during a pandemic, and holds a relentless commitment to preventing injuries and incidents.

Inherently dangerous work environments, combined with the transient nature of its craft labor workforce who travel site to site around the country, and its large geographic footprint serving customers across the United States and Canada, demanded more from the company during the COVID-19 recovery period to keep its workforce safe. DZMC needed to not only continue protecting workers from the virus, but also protect them from potential mishaps caused by the shortages in labor and supplies that were making already difficult activities that sustain our nation's power supply even harder.

It took this unprecedented opportunity to look more deeply and honestly into safety gaps and to rally its people more closely behind actions and strategies necessary to halt negative trends, improve safety and rise above with a new working normal that incorporated COVID-19 safety precautions, good behaviors and innovations across all market sectors it serves.

Finding Solutions: A Safety Culture Built on Continuous Improvement

In tackling the problem, DZMC looked first to reinvigorating one of its proprietary training programs known as Torque, an innovative safety program that leverages the social sciences and psychology to help field teams recognize hazards, improve their situational awareness and

adjust how they think about work to help prevent injuries. Torque is about individuals efficiently applying varied levels of mental effort to awareness at work, learning to be mindful about when it's okay to think quickly versus times when one deliberately needs to slow their thinking down. The principles are explained as analogous to a transmission.



The program had been implemented years prior but awareness levels reached saturation. Resurfacing Torque happened at all levels of the DZMC organization by including key concepts and talking points as they relate to the post-pandemic realities. DZMC distributed these to produce general safety awareness in its weekly newsletter known as The Betterment Report and its lessons-learned report known as a Safety Flash, which is designed for timely communications about safety lessons that apply to its crafts' work across markets. The Betterment Report also provides daily safety messaging for site leadership to share throughout the week and ensures its teams are in alignment with corporate safety priorities across sites regardless of customer or region.

Another key aspect of its solution involved the implementation of a Safety Improvement Strategy Roundtable. The roundtable meets regularly and includes a management representative from each market DZMC serves to focus on improving performance, driving cultural excellence and addressing change management. This is done by identifying trends in safety incidents, near misses, good catches and behaviors in the field and ensuring these trends are linked with actions and communications that remain attentive to the wellbeing of the employee involved and close the loop of continuous improvement for the benefit of its entire workforce.

Since its beginnings more than a century ago, Day & Zimmermann has recognized the advantages of consistent safety messaging from the top down to ensure its staff and craft understand and live its principle of "Safety: Our No. 1 Value." Today, to ensure consistency, it has developed a universal employee safety orientation and an internal Supervisor's Education and Training Program to clearly communicate its safety expectations to the supervisors responsible for craft oversight. Everyone must understand safety is not just another thing D&Z manages – it is *how* it manages.

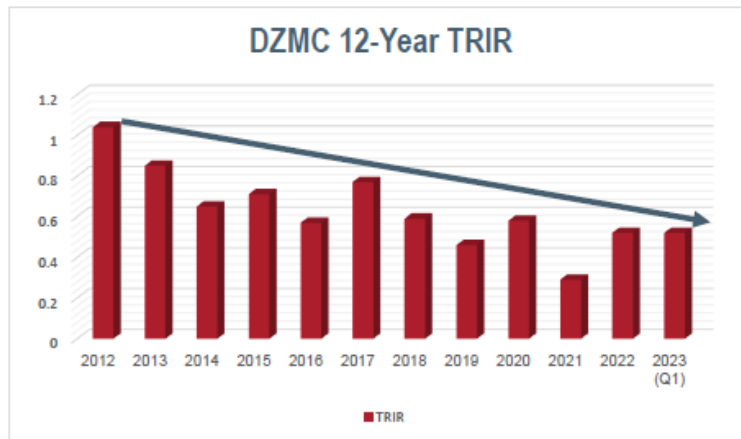
In navigating the changing environment of the COVID-19 pandemic, the company also migrated its face-to-face safety training to its proprietary e-learning management system called BetterU. While it still feels most training is best delivered in person, it has adapted and can deliver electronic remote training to its craft and leadership as an option. This has allowed it to be more nimble and thorough in delivering training wherever and however it's needed.

The most fundamental, yet impactful shift it made was intentionally changing its internal conversations concerning injuries and incidents from numbers-oriented to people-oriented. Shifting its attention to its greatest asset – its employees – proved critical in refocusing the mindset behind its safety culture on the human aspect of its safety metrics and contributing to its performance success as it worked to look out for and take care of each other.

The Results: Better, Stronger, Safer

Its 2022 performance resulted in one of DZMC's top three safety performances in the past 11 years maintaining its trajectory of continuous improvement. Performance over this time frame

demonstrates a distinct, consistent and controlled safety improvement curve that denotes a 51% reduction in injury rates from 2012.



Averaging nearly 16 million hours worked annually across market sectors it serves, DZMC has achieved year-over-year safety statistics that are well below the Bureau of Labor Statistics (BLS) average for its respective NAICS code. DZMC also received numerous internal, industry and state-level safety awards at many of its work sites because of its unique and rigorous organizational approach to Environmental Health and Safety management.

	2020	2021	2022	2023 (Q1)
DZMC TRIR	0.58	0.29	0.53	0.51
BLS (NAICS 238990)	3.1	2.5	n/a	n/a

Moving forward, DZMC is increasing training and retraining around aspects of its safety trends data that warrant additional attention. It is also developing new concepts and programs to take to the field to drive its employees' diligence in keeping safety top of mind every day in their work and their lives.



For example, it branded the Torque program with a logo for use in its communications and featured it on recognition and reward items designed to give credit to employees modeling Torque. It also routinely uses its company's Betterment Bucks program to shine a spotlight on those who demonstrate safety excellence. The program pays monetary awards to recognize employee accomplishments, reward exemplary performance and provide appreciation to employees.

It also routinely seeks opportunities to share its findings and best practices not only internally throughout the Day & Zimmermann enterprise and its five divisions, but also publicly in the safety community. Most recently, DZMC's Vice President of Environmental Health and Safety Tom Bayer, CSP, spoke at the Campbell Institute during the National Safety Council Network Meeting in Chicago. His presentation focused on the DZMC's renewed efforts around its Torque program and how this training is helping to drive its safety culture and return its workers home to their families each day safe and injury-free.

DZMC has proven to be and will remain dedicated to continuous improvement as a learning organization. It is unwavering in its commitment to the safety of its employees and asks that all DZMC employees renew their commitment to themselves and each other daily. It strives to remain humble, learn from its past and get better each day.