



FIELD & PLANT SAFETY

IOWA GOVERNORS SAFETY AND HEALTH CONFERENCE

November 2, 2022

AGENDA

- Introduction
- Company background
- Safety program elements
 - What worked
 - What didn't
- Universal best practices

INTRODUCTION

- Dave Bougger
- University of Nebraska-Lincoln
- Degree in construction management
- Started in heavy highway on the production side
- Began safety career in 2009

COMPANY BACKGROUND

- The Waldinger Corporation
 - 3500 employees
 - 41 branch locations
 - 14 states
- Construction
 - 850 field professionals
- Service
 - 800 service technicians
- Shop/Manufacturing
 - 800
- Workforce can float between
Construction and shop environments



SAFETY JOURNEY

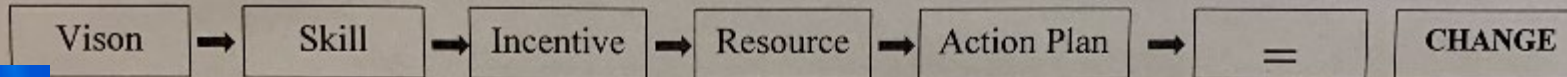
- Began circa 2005
 - Safety manual level engagement
 - Focus on conditional elements
- 2008
 - Introduction of safety programs
 - 4 regional safety professionals
- Currently
 - 10 regional managers
 - 10 site managers
- Current expectations
 - Continuous improvement

ATTEMPTED PROGRAM ELEMENTS

- Conditions based programs
- Behavior-based safety
- Near miss reporting
- Pre-task planning
- Pre-job planning
- Toolbox talks
- Post incident review committees
- Manager jobsite inspections
- Short interval scheduling
- Morning huddles

BEFORE WE BEGIN...

Change Matrix – Presented by Gary Higbee



- Without Vision = Confusion
- Without Skill = Anxiety
- Without Incentive/Reward = Slow Change
- Without Resources = Frustration
- Without Action Plan = False Starts



CONDITIONS BASED PROGRAMS



CONDITIONS BASED PROGRAMS

Construction
Plant/Shop
Remote/Service

- Our experience
 - Logical starting point
 - Difficult with remote workers
- The good
 - Easy to identify issues
 - Maintains compliance with OSHA
- Considerations
 - Rarely leads to significant injury reduction



BEHAVIOR-BASED SAFETY

Construction
Plant/Shop
Remote/Service

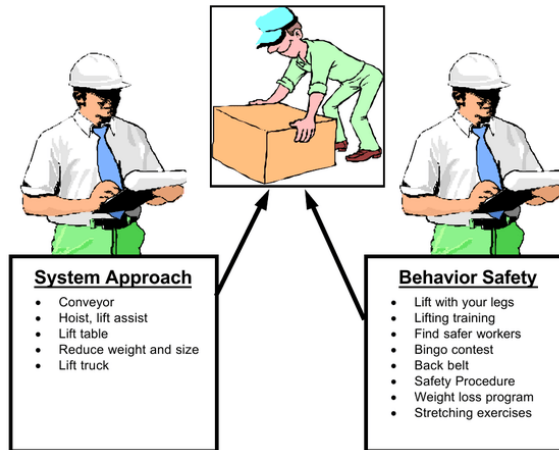
- Our experience
 - We weren't ready for it
 - Tried traditional and BBS light
- The good
 - Peer based supports a culture of safety
- Considerations
 - All levels of management must have buy-in
 - What to do with the info
 - Must have an "owner" at the location
 - All issues must be resolved

BEHAVIOR-BASED SAFETY



Warning!
Behavior-Based Safety Can
Be Hazardous To Your
Health and Safety Program!

A Union Critique of Behavior-Based Safety

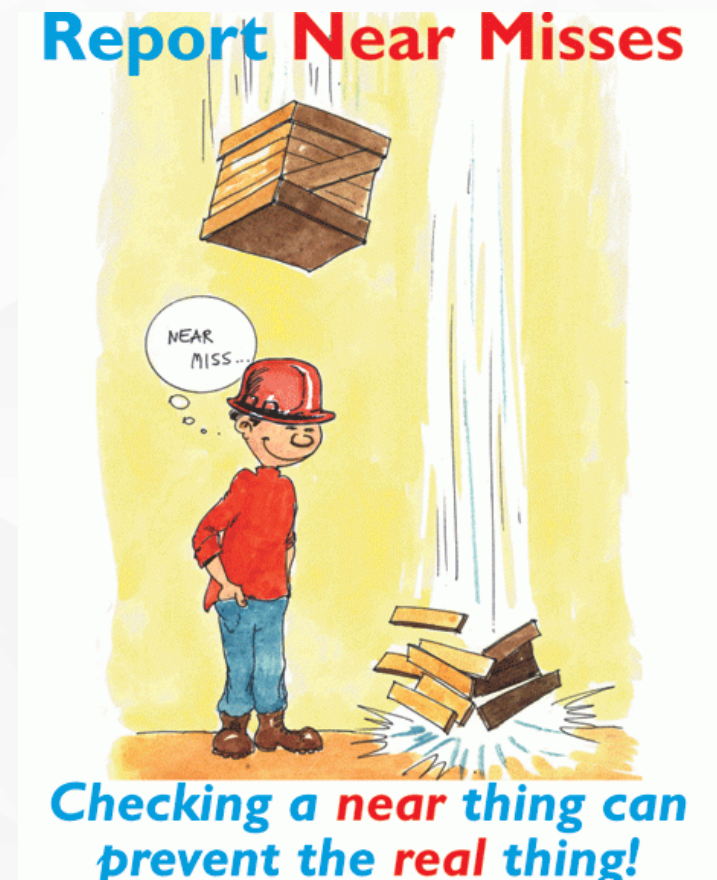


UAW, Health and Safety Department
Publication #14

NEAR MISS REPORTING

Construction
Plant/Shop
Remote/Service

- Our experience
 - Initial efforts on paper
 - Later attempt online
- The good
 - Increases your data
 - Promotes improvement culture
- Considerations
 - “Near miss” isn’t universal
 - Can be time consuming
 - All reports must be acted on
 - Be prepared for safety as a weapon



PRE-TASK PLANNING

Construction
Plant/Shop
Remote/Service

- Our experience
 - Great tool for:
 - New
 - Unique, or
 - High-hazard tasks
- The good
 - Creates buy-in
 - Gives workers a voice in safety
- Considerations
 - Many GC's require PTP's
 - Challenging to have an in-house program
 - Needs to involve all level of workers to be effective
 - The value is the conversation, not the paperwork



PRE-JOB PLANNING

Construction
Plant/Shop
Remote/Service

- Our experience
 - Starts the job off right
- The good
 - Ensures TIM
 - Identifies long lead time needs
- Considerations
 - Meeting prep
 - EAP, needs, questions
 - When is “pre” in pre-job
 - Who are the players

TOOLBOX TALKS

Construction
Plant/Shop
Remote/Service

- Our experience
 - Great way to engage the masses
 - Supports adult learning
- The good
 - Distribution is only getting easier
 - Done right, peer-based learning is highly effective
 - Small groups are best
- Considerations
 - Can be a challenge for multi-lingual workforces
 - Supplements training, does not replace it
 - The message is only as good as the sender



POST INCIDENT REVIEW

Construction
Plant/Shop
Remote/Service

- Our experience
 - Must center on continuous process improvement
 - Cannot be a trial!
- The good
 - When managers are involved, problems get fixed quickly
 - Done right, employees are given a voice
- Considerations
 - Meetings must have clear intent with a strong leader
 - Blame culture or verbiage won't work



MANAGER JOBSITE INSPECTIONS

Construction
Plant/Shop
Remote/Service

- Our experience
 - Valuable for everybody involved
 - Creates leadership opportunities
- The good
 - Easy to track involvement
 - Blends safety and production
- Considerations
 - Inspections need to be reviewed
 - Action items need to be addressed
 - Overlooking unsafe acts encourages them
 - Managers should be trained to achieve desired results

SHORT INTERVAL SCHEDULING

Construction
Plant/Shop
Remote/Service

- Our experience
 - Backbone of our company safety-production efforts
 - Production driven, byproduct is safety
- The good
 - Ensures employees have resources to be successful
 - Easy to sell the value to production leaders
- Considerations
 - Tricky with short duration projects
 - “you can’t plan a job like this”
 - “the GC doesn’t have a plan, how can we”

MORNING HUDDLES

Construction
Plant/Shop
Remote/Service

- Our experience
 - Engages all employees in the plan
 - Strong leaders love the platform
 - Creates easy conversations for new leaders
- The good
 - Gives a voice to all crew members
 - Let's emerging leaders shine
 - Blends safety and production
- Considerations
 - Works best in small groups
 - Allow for variances in duration

Week of: 02-27 / 03-05

THE WALDINGER CORPORATION

Foreman: Samuel Van

Crew	Activity	Area/Floor	HRS	M	T	W	Th	F	Goal
1 FOR TURNER	E-W-E WH / OFFSET BRANKE #1 CEE-1 X 3 / STAIRS CLOSET A2	C/E - 2ND FLR	40	X	X	X	X	X	
2 JOE ADILELLA	FINISH SINKS / RESTROOM	C - 2ND FLR	8						
3 ANTHONY BOWLEY	SEE-1 (6 NEED FINISH & COMPLETE MORTAR)	C/E - 2ND FLR	40	X	X	X	X	X	
4 MIKE ESTRIER	COE BR	E - 1ST FLR	20	X	X	X	X	X	
5 YVES TOMASZAK	WASTE & VENT / D.W. BOUGH IN	E - 2ND FLR	40	X	X	X	X	X	
6 JIMM BILAKA	WASTE & VENT / D.W. BOUGH IN	E - 2ND FLR	40	X	X	X	X	X	
7									
8									
9									
10									

Contingency Plan:

SEE-1 FINISH # 12 ZERO CEE-1 JOB? RELEASE GROUND FIXTURES ICE/COFFEE MAKER	<u>MATERIAL NEEDS</u>	MARCH 31 MATERIAL COMPLETE	<u>DEADLINES</u>	MARCH 17 TH SAMBONJ LAST DAY
	<u>EQUIPMENT & TOOL NEEDS</u>	ZERO CEE-1 JOB? TIE IN FOR WASTE D.O.C. GARAGE ENTRANCE	<u>NEED TO KNOW</u>	
	<u>SAFETY NEEDS</u>		<u>HIGH HAZARD TASKS</u>	

WHAT ALWAYS WORKS

- High levels of engagement
 - From all levels of team members
- Identify and prioritize
 - Stickers vs. fall protection
- Planning
 - Surprises never support safe production
- Consistency
 - Avoid the flavor of the month
- Solid adult learning principles with feedback
 - Educate yourself on how adults learn
 - Listen to feedback from the field to meet their needs



CLOSING



QUESTIONS

- There is rarely a one size fits all program
- If you ask the field for information:
 - You must act on it
 - Be sure you have the capacity to review it
- When rolling out a program:
 - Be ready to adjust to issues
 - Don't give up too early
- Be honest with yourself on effectiveness