Construction challenges
Practical guide and resources
Zurich in North America: Topics 2013-2014 — Volume 6
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Strategies to improve safety performance when existing expectations, programs or results lose momentum.

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An obligation or willingness to accept responsibility for one’s actions and/or inactions.

Topic 3: Using Near Miss Reporting to Improve Safety Performance
Using “free learning” opportunities from occurrences which did not result in injury or damage in order to prevent future incidents.
Breaking through the Safety Plateau – continuous improvement of safety culture

Definition:
Strategies to improve safety performance when existing expectations, programs or results lose momentum.

Three Areas of need/effort/success required
1. Means/methods of analyzing exposures and hazards
   a. There are many to choose from
2. An organization design/process/philosophy that promotes safety as the “way we do business”
   a. Where does safety leadership fall
3. Willingness to examine culture/operations/safety at all levels of the company
   a. Does corporate through craft align on the message

Committee members:
All Zurich North America Construction Round Table Members

Challenges:
1. Identifying and communicating when you have hit a plateau
2. Where or what is your ultimate goal beyond the barrier
3. Identifying the personal and organizational beliefs, issues, processes and risk tolerance* that created the plateau
4. Building and appropriately explaining the case of “why is change necessary”
5. Redefining goals and commitment of all stakeholders
6. Knowing when you have a sustainable breakthrough

Solutions and recommendations:
1. Not accepting the status quo, creating a work environment where the process will continuously improve to compel the employee to make the right choice through the leadership of the organization.
2. Develop a plan to proactively manage claims and insurance fraud.
3. Relay consistent message and encourage open dialogue between supervisor and worker.
4. Ensure that Resources (management, equipment, material, labor) are in concert with desired continuous improvement.
5. Make sure the risk tolerance* is understood at all levels of the company.
6. Identify and communicate when you have hit a plateau
   a. Gathering historical and trending data and analyze the data against benchmarks
   b. Communicate results to a target audience that can influence change
7. Where or what is your ultimate goal beyond the barrier
   a. Identify a reasonable, achievable and obtainable benchmark / process / measurement / number
   b. Develop an operational improvement process
8. Identify the personal and organizational beliefs, issues, processes and risk tolerance* that created the plateau
   a. Do a perception survey, assessment and audit of the corporate culture, operations and safety program (internal view)
   b. Use industry comparisons to benchmark your organization (external view)
9. Build and appropriately explain the case of “why change is necessary”
   a. Develop an action plan based on your assessment that includes a time element
   b. Identify who your stakeholders are
   c. Complete a benefit analysis that will support a vision for success
10. Redefine goals and commitment of all stakeholders
    a. Align with and communicate to all employees (management, supervisors and field employees) through a shared vision
    b. Communicate with all external stakeholders your vision for success
11. Know when you have a sustainable breakthrough
    a. When you have surpassed your plateau for a sustained period of time as identified in your action plan

*Risk tolerance – the level of risk you are willing to take, accept or tolerate
Accountability – from CEO to craft in the organization

Definition
An obligation or willingness to accept responsibility for one’s actions and/or inactions.

Committee members:
Chair – Daniel Maxson – New South Construction
Co-Chair – Tim Linendoll – Austin Commercial
Don Hurley – Zachry Industrial, Inc.
Valdez Hails – Clark Construction Group
Pamela Mark – Soltek Pacific
Tim Sirofchuck – Clark Construction Group
Kevin Hildebrandt – Miron Construction Co.
Jim Deister – Rocky Mountain Prestress
Richard Jones – Turner Construction
Amzie Hoffner – S. T. Wooten Corporation

Challenge:
1. Understanding exactly what accountability is in your organization
2. Clearly defining expectations and consequences
3. Difficulty in measuring accountability
4. Accepting accountability

Solutions and recommendations:
1. Understanding exactly what accountability is in your organization
   a. Define accountability within the various levels of your organization
   b. Conduct perception surveys
   c. Analyze organizational changes based on perception survey findings
2. Clearly define expectations and consequences
   a. Establish clearly defined job descriptions, policies, procedures
   b. Communicate expectations by the organization’s leadership
3. Difficulty in measuring accountability
   a. Measure against expectations during HR and other performance evaluations
   b. Implement a training program to ensure consistency during the evaluation process
   c. Establish a checks and balance system to ensure consistent application throughout the organization
4. Accepting accountability
   a. Ensure that recognition, reinforcement and disciplinary action consistently occur and is part of your process
   b. Establish a culture for personal and shared accountability in an organization
   c. Evoke emotional engagement – make it personal
   d. Establish mentoring and professional development programs

Resources
1. Workplace safety is the leading edge of a culture of accountability – David Maxfield, EHS Today Magazine
3. The Oz principle – Tom Smith
4. asse.org
5. nsc.org
Using Near Miss Reporting to Improve Safety Performance

**Definition**
Using “free learning” opportunities from occurrences which did not result in injury or damage in order to prevent future incidents

**Committee members:**
Chair – Mark Hoffman – Rudolph/Libbe, Inc.
Co-Chair – Donnie Connell – Zachry Construction Company
Gail Templeton – H. C. Beck
John Schultz – Sundt Construction
Jay Marak – Cherry Companies
Josh Monroe – Western Summit Constructors
Frank Wampol – B. L. Harbert International
Pat Callahan – Hathaway Dinwiddie Construction
Billy Miller – Shaw Group
Randy Marconnet – AMEC Power and Process Americas
Mike Suedkamp – Gilbane
Kent Kringen – Black & Veatch
Dale Ludy – B. L. Harbert International
Tom Gregg – Turner Construction
Tracy Melrose – Hathaway Dinwiddie Construction

**Challenge:**
1. Defining a high potential near miss
2. Getting people to understand the importance of the dealing with near misses that promotes continuous improvement
3. Changing human nature to the point where they want to report
   a. Free of punishment – “thank you for reporting, you’re fired”
4. How to handle (collect, analyze, communicate) the information
5. Feedback and follow up (close the loop)
6. Resources required to manage a near miss program

**Solutions and recommendations:**
1. Defining a near miss
   a. A near miss is an incident in which a condition exists or an act was carried out that had the potential for injury, property damage, environmental release, or an adverse health exposure and it did not occur, but the potential was recognized
2. Getting employees to understand the importance of recognizing and reporting near misses
   a. There must be a personal motivation
   b. Provide relative positive examples
   c. Train employees on the definition of near misses and how the process works
3. Changing culture to the point where employees want to report
   a. Free of retribution for reporting a near miss
   b. Involve management to celebrate successes and recognize participation
4. Managing a near miss program
   a. Facilitate an easy reporting process
   b. Plan and allocate time and resources
   c. Collect, validate, analyze data based on probability and severity
   d. Communicate results of the analysis to the organization
      1) Request feedback from the field
      2) Use near miss as Lessons learned to help prevent reoccurrence
5. Verify appropriate action has been implemented
6. Highlight the corrective actions as success events
   a. Occurrences must be addressed because of the potential legal issues for not doing so

**Resources**
1. Construction Industry Institute - CII
2. AGC.org
3. ABC.org
4. ASSE.org
5. OSHA.gov
6. Curt.org
7. Zurichna.com
8. USACE.army.mil
9. Predictivesolutions.com
10. Dictionary.com
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