

Building Engagement Case Studies Demetra Star Safety Director Fortis Construction, Inc.	
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Unique characteristics of Construction		Constantly changing work environment
		

Unique characteristics of Construction	
We move fast 	

Unique characteristics of Construction	
We work ourselves out of a job 	

Unique characteristics of Construction



We get "do-overs"



Unique characteristics of Construction



The work force is transitory



Unique characteristics of Construction



Many different companies are represented on each project



Unique characteristics of Construction



Drastically different projects run concurrently



How to apply this

- Adjust for the pace of your industry
- Find the equivalents or comparable
- Be creative
- Factor in the cultural characteristics of your company



A word of advice:
There is no such thing as grass roots safety





Notice these common factors

- Upper management supported
- The group must be empowered
- Deliberately include personnel from all departments
- Have a "do-er" behind the scenes completing or managing the tasks
- Aspects that encounter resistance are quickly **abandoned**



Another word of advice

Fail Early and Often



Fortis Safety Committee

- Supported by company executives
- Deliberately funnel all safety initiatives and changes through the committee
- Takes action, successfully accomplishes items
- All Fortis personnel must guest-attend at least one meeting a year
- Validated and reinforced



FORTIS
CONSTRUCTION INC.

Safety Committee Success

Site Specific Safety Orientation

Thanks to all the contributors!


Tara Messa


Amy Paul


Shane Kucera


Dave Armstrong


Joe Vlastelicia


JB Hall


Jonathon Murders


Frank Lee


Mike Davis


Demetra Star

We make an impact.

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CONSTRUCTION INC.

Safety Committee Success



Pre-Task Planning • Hazard Recognition



Look Up:
What is above you?
What is below you?

Look Around:
Access and Egress? Risks?
Materials? Other Trades?

Equipment? Fall Hazards?
Weather? Potential Energy?

Look Down:
Slippery Surfaces? Holes?
Debris? Tied Up Cables?

Have you identified all hazards?
Can you eliminate the hazards?
How will you control the hazards,
if you can't eliminate them?
What task-specific PPE will you use?

FORTIS
CONSTRUCTION INC.

Winner of the 2015 GOSH Safety Committee Award

GOSH 2015

SAFETY COMMITTEE AWARDS



Fortis Construction Inc.

FORTIS
CONSTRUCTION INC.

Small
Initiatives
Story 1

Grab & Go
Trauma Kits



Training of all
personnel in
CPR, First Aid,
AED



Question
asked in
training
prompts
project
manager



Are wall mounted first aid kits
sufficient in a major traumatic event?



Project
manager brings
the question to
the safety
committee

Guest attendees add input



Management
supports the
solution

- We research various trauma kits
- Most cater to EMTs or first responders
- We decide to create our own kits



Kits are
developed for
every foreman,
superintendent
and safety
professional



Every job is
covered.
Personnel are
assigned the
kits and feel
ownership



The idea takes root



Foremen request additional units for their ATVs or trucks
Employees request the option to purchase one for home



They have been needed and have been used



- Personnel were grateful to have them available. They made a difference
- This reinforces the program



Slightly bigger Endeavor Story 2

Stretch & Flex App







A new superintendent petitions the safety committee to make Stretch & Flex mandatory



- The committee debates it and requests feedback from the superintendents.
- The proposal is adopted



Contract Language is changed

Orientation is changed

The policy in the safety manual is changed



This ensures that the financial commitment is there for this program



A stretching program is needed

- Programs in the past involve a trainer who demonstrates **statics poses** and a poster that shows the **static stretches**
- A lot of negative feedback received from personnel who don't want programs that look like their prior employers
- The initiative is teetering on the brink

It's failing.

A stretching program is needed

- Innovation occurs
- Our business is building data centers
- We utilize the technology that our clients are developing

A Stretch & Flex App is developed

A matching poster is available

The App is free and shared with subs, clients, and general public








Competition drives engagement

Story 3 The Safety Olympics



"Pioneering" is a core value at Fortis

Core Values

This enterprise is built on these fundamental, inviolable values and beliefs:

RELATIONSHIPS	Life is too short. We want to work with and for people we respect, trust and care about.
PIONEERING	We will continuously seek out challenges and push boundaries with creative ideas and solutions.
WINNING	We have an intense will to win. We will go longer, work harder, and give more than anyone else.
PRIDE	We are driven by work ethic and craftsmanship. We do our best work even if no one is looking.

Inherent freedom allows for company wide initiatives



The safety committee identified a program that was poorly understood

Safety committee suggests doing a small e-mail survey of 2-3 questions to gauge understanding





A serendipitous event reveals healthy competition within Fortis





The Safety Olympics are born



It's not just a few questions, it's a competition



Entire company is divided into 5 teams

- **Office**
- **Foremen** (Front line supervisors with some or little access to email and internet)
- **Superintendents**
- **Project Managers**
- **Project Engineers**

(Safety professionals are the bonus member of the team)



5 Safety questions a month

Survey Monkey used to gather answers



- Bonus points for early birds (prompts a race for early answers)
- Bonus points for best answer (prompts competition for research and accuracy)
- Bonus points for funniest response (keeps lesser trained employees engaged and participating)
- Additional Get-to-Know-You questions builds community and participation



Participation is not mandatory

Correct answers get full credit

Individuals lose partial points for wrong answers

Teams get demerits for every question not answered by team members

Participation pays, even if you aren't right







Content is derived from the project & company programs, incidents, successes and audits





2. Slang

1. Clear communication is so important to safety. Often in the field, we use slang to describe PPE and safety equipment. It's helpful to know what people are referring to. Please match the slang expression to the formal name of the equipment.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Sniffer																										
Cheaters																										
Wiggy																										
Christmas Tree																										
Cuffs																										
Bumpline																										





The electricians on your project have sets of tools marked with the following symbol:



5. Steal a Player Bonus (The first most complete answer gets the bonus, others get points). What does that symbol mean? (i.e. What type of tools are they and what can they be used for?)





6. If an owner's contractor is injured while in our construction zone, which of the following insurances or OSHA regulation might come into play?

- ☐ Fortis' OSHA 300 log
- ☐ Fortis' General Liability Insurance
- ☐ Fortis' Workman's Compensation Insurance
- ☐ OSHA's Compliance Citation & Fines







8. Question #8. An owner's rep has called you about an ironworker who appears to be disconnecting his anchor as he crosses bundles of decking. When you go in the field, this is what you see. What do you determine about the ironworker?

- ☐ This worker is not allowed to be on the steel like this
- ☐ Although he is disconnecting from the anchor, he is maintaining 100% fall protection
- ☐ The owner is right; the worker is at risk for falling
- ☐ On our jobs, ironworkers can be 30 ft up before they have to tie off
- ☐ Workers are not allowed to use two lanyards at the same time



Participation is nearly 100%

- Company executives lead the charge
- Superintendents form a study group to research answers
- Admin tap subcontractors and form alliances for help
- Project managers are teased and cajoled by other teams for their poor performance
- Project Engineers form an email tree to share answers. They are the quickest
- The foreman struggle with access, but find a way each month



Team results and monthly rankings are a matter of pride

Safety Olympics Tally

	Foremen	Supers	PEs	PMs	Office
Q4	343.45	345.37	304.5	321	115
Oct	432.1	470.4	403	322	271
Nov	454.2	413.9	323	408	198
Dec	1229.75	1229.7	1030.5	1051	584

Q4 Total

Q4 Champs Foremen



Program is fun and a huge success

Surprise! This is actually training.

Its a form of training where personnel must teach each other, research the answers, or reach out to an expert to be successful

It runs all year long

Like the real Olympics, its held every four years

And offers *prestigious* prizes and bragging rights

Story 3

Workers Develop their own plans

Pre-Task Plans

Safety Audits Reinforce the Message

Story 4

Self-Audits

Whitaker – Ellis Success Story

1 Stretch & Flex Program (page 75) Yes No Is stretching done? Are workers in good condition? Are the best stretches used? Are workers in good condition? Are the best stretches used? Are workers in good condition? Are the best stretches used?	2 Work Ladders (page 75) Yes No Are ladders in good condition? Are the best ladders used? Are workers in good condition? Are the best ladders used? Are workers in good condition? Are the best ladders used?	3 Cranes and Pumps (page 75) Yes No Are cranes in good condition? Are the best cranes used? Are workers in good condition? Are the best cranes used? Are workers in good condition? Are the best cranes used?
4 Fall Protection (page 75) Yes No Are fall lines in good condition? Are the best fall lines used? Are workers in good condition? Are the best fall lines used? Are workers in good condition? Are the best fall lines used?	5 Scaffolding (page 75) Yes No Are scaffolds in good condition? Are the best scaffolds used? Are workers in good condition? Are the best scaffolds used? Are workers in good condition? Are the best scaffolds used?	6 Housekeeping (page 75) Yes No Are work areas in good condition? Are the best work areas used? Are workers in good condition? Are the best work areas used? Are workers in good condition? Are the best work areas used?
7 PPE (page 75) Yes No Are PPE in good condition? Are the best PPE used? Are workers in good condition? Are the best PPE used? Are workers in good condition? Are the best PPE used?	8 Relief Cords (page 75) Yes No Are relief cords in good condition? Are the best relief cords used? Are workers in good condition? Are the best relief cords used? Are workers in good condition? Are the best relief cords used?	9 Task Lighting (page 75) Yes No Are task lights in good condition? Are the best task lights used? Are workers in good condition? Are the best task lights used? Are workers in good condition? Are the best task lights used?
10 Overhead, Toe Boards & Corners (page 75) Yes No Are overheads in good condition? Are the best overheads used? Are workers in good condition? Are the best overheads used? Are workers in good condition? Are the best overheads used?	11 Tools / Cords (page 75) Yes No Are tools in good condition? Are the best tools used? Are workers in good condition? Are the best tools used? Are workers in good condition? Are the best tools used?	12 First Aid / Incident Response (page 75) Yes No Are first aid kits in good condition? Are the best first aid kits used? Are workers in good condition? Are the best first aid kits used? Are workers in good condition? Are the best first aid kits used?
13 Hoisted Deck Shoring / Re-Shoring (page 75) Yes No Are hoisted decks in good condition? Are the best hoisted decks used? Are workers in good condition? Are the best hoisted decks used? Are workers in good condition? Are the best hoisted decks used?	14 Confined Spaces (page 75) Yes No Are confined spaces in good condition? Are the best confined spaces used? Are workers in good condition? Are the best confined spaces used? Are workers in good condition? Are the best confined spaces used?	15 Fuel Storage / Fire Extinguishers (page 75) Yes No Are fuel storage areas in good condition? Are the best fuel storage areas used? Are workers in good condition? Are the best fuel storage areas used? Are workers in good condition? Are the best fuel storage areas used?

Please see back page for additional sections

