Building Engagement

Case Studies
Demetra Star  Safety Director Fortis Construction, Inc.

Unique characteristics of Construction

Constantly changing work environment

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 workforce 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

Site Specific Safety Orientation

Thanks to all the contributors!

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Safety Committee Success

Winner of the 2015 GOSH Safety Committee Award

GOSH 2015

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 static 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 Stretch & Flex App is developed

A matching poster is available

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

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

Healthy COMPETITION

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
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

6. Question M: An owner’s rep has called you about an employee who appears to be disengaged. The anchor is the closest handrail of docking. When you go to the kid, this is what you see. What do you celebrate about this character?
- The anchor is right, the worker at risk for falling
- Grabs pole, moves it before they hear it off
- Workers are not allowed to wear earbuds at the same time
Program is fun and a huge success

Surprise! This is actually training. It's 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 and offers prestigious prizes and bragging rights.

Story 3
Workers Develop their own plans
Pre-Task Plans

Story 4
Safety Audits Reinforce the Message