

# WORKPLACE SAFETY - A CM PERSPECTIVE

Mark Litzinger, VP, CIH  
Chuck Hinson, VP, PE

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**URS**

# URS HS&E PROGRAM Background

- § URS has experienced dramatic growth
  - § 1991 – approximately 1400 employees
  - § 2009 – approximately 57,000 employees
- § Most of the growth has come through acquisitions
  - § Different corporate cultures
  - § Different HS&E programs
- § Client expectations have changed
  - § From - “Hands off” approach
  - § To - HS&E performance is now a selection criteria

# URS HS&E PROGRAM Background

## § URS HS&E program had to change – and most changes were positive:

- § Program enhancement to accommodate diverse operations
- § More management commitment and involvement
- § Greater awareness among all staff
- § Significantly improved performance
- § Substantial cost reductions
- § Improved morale

## § But there have been bumps along the way

- § Confusion over program requirements
- § “Frankenstein programs”
- § The “bolt-on approach”



The "Bolt-on" Approach



The “Seamless Integration Approach”  
**WHICH WOULD YOU CHOOSE?**

**URS**

# “Seamless Integration”

§ Derived from the understanding that workplace incidents are one of many undesirable events that can occur on a project site. Other include:

- § Cost overruns
- § Schedule delays
- § Poor quality
- § Diminished morale
- § Unhappy clients
- § Damage to company reputation

§ All negative outcomes have common links:

- § Poor planning
- § Poor implementation
- § Poor “change management” practices

# “Seamless Integration”

## § Challenges:

- § HS&E staff must be intimately familiar with operations
- § Operations management must consider HS&E objectives at the earliest phases of the project (“go/no-go” phase)
- § Takes considerable effort
- § The “devil is in the details”

## § Benefits can't be overstated:

- § Improves all elements of project performance

# Progress is Demonstrated

## § Programs where “seamless integrations” is taking hold:

- § Training
- § Project planning
- § JSA's
- § BBS observations
- § Near miss reporting
- § Incident investigations
- § Sub-contractor evaluations



# URS Sub-Contractor Evaluation Program

- § Developed in response to client expectations
- § Requires all sub-contractors to complete a 6 page questionnaire every year
- § Evaluation criteria includes:
  - § Work history with URS
  - § EMR for past 3 years
  - § TRIR & OSHA 300 logs for past 3 years
  - § Citation history
  - § Insurance information
  - § HS&E program
  - § Accident/Incident reporting, investigation and injury management procedures
  - § Training elements
  - § Compliance assurance

# URS Sub-Contractor Evaluation Program

## § Evaluation criteria includes:

- § TRIR < 4 for past 3 years
- § EMR < or = 1.0
- § No serious injuries or fatalities
- § Acceptable citation history
- § Acceptable training & HS&E program
- § Acceptable insurance coverage

# URS Sub-Contractor Evaluation Program

## § Program benefits:

- § Improved safety performance

AND

- § Improved overall project performance

# Relationships with Contractors

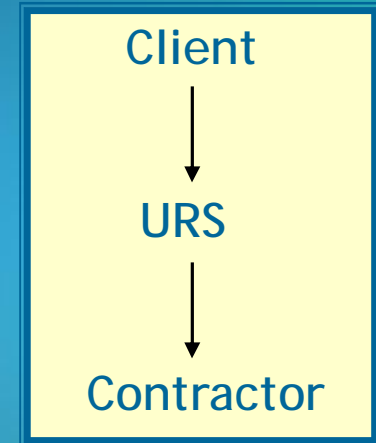
§ URS staff may observe contractor (or client) personnel engaged in unsafe activities.  
What are our obligations?

§ The answer often depends on our contract

§ Regardless of the contract, we always protect our employees

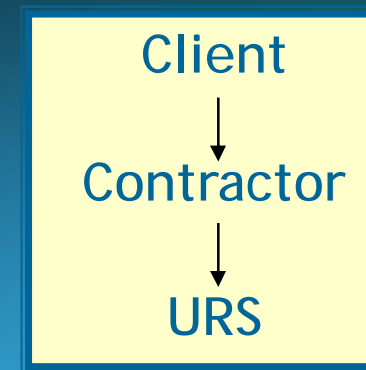
# When URS is the Prime

- § Pre-qualify contractors for health and safety before signing contract
- § Make contractor health and safety compliance part of the contract
- § Include subs in project planning
- § Establish “rules of engagement” for project execution
- § Take action to control hazards; suspend work if necessary
- § Listen to your contractors



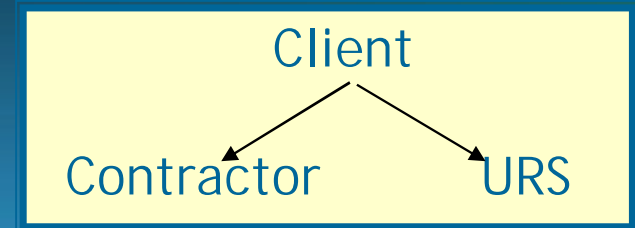
# When URS is the Sub-Contractor

- § Review contract closely
- § Be proactive
- § Communicate HS&E concerns promptly
- § Immediately notify contractor of imminent hazards
- § Do not direct activities
- § Suspend URS activities if necessary (last resort)



# When URS is the CM

- § Review contract closely
- § Define client expectations regarding HS&E
- § If responsibilities include HS&E oversight, **get professional help!**
- § Communicate early and often
- § Do not direct activities (means & methods)
- § Suspend URS activities if necessary (last resort)



# URS - Seattle CM Organization

- § Offices in 4 locations
- § 65 FTE's
- § 90/10 Public/Private Work
- § 60/40 Field/Office Staff
- § Average service >15 years with URS – Senior Staff
- § Emphasis on Employee Personal Safety responsibility



# Safety - A CM Perspective

- § Focus of discussion is on Agency CM – rather than CM “at risk”
- § As Construction Managers we have safety responsibilities in three areas:
  - § Employee Safety
  - § Public Safety, and
  - § Contractor/ Subcontractor Safety



# CM - Employee Safety

- § Begins with Proper Training (BBS, Hazmat, Safety Plans, Special Safety Training, JSA's, understanding - client safety rules/procedures)
- § Prepare Safety Plan – each project
- § Provide all employees with Proper Tools – (PPE, SOURCE website, procedures)
- § Apply Best Practices (new employee training, Monthly HSE sessions, regular audits, new job JSA's,)
- § Monitor/Track Performance (Safety Audits, Near Misses, Trends, Regular Reviews)
- § Promptly Investigate all near misses/incidents/injuries – extract lessons learned
- § Keep Safety First! (On & Off Job)

# Public Safety

- § High percentage of URS's CM projects are in public sector – direct linkage with public (tenants, visitors, public at-large)
- § CM is key point of contact and control
- § Key factors to manage/monitor:
  - § Public Separation – perimeter barriers
  - § Environmental Safety – noise, dust and hazardous materials
  - § Traffic Safety – Primarily on infrastructure projects
  - § Notification – signage, emergency notification numbers
  - § Prompt investigation – all incidents – near misses
  - § Extract & Apply Lessons Learned
- § Occupied Facilities pose a health and safety challenge – must be vigilant



# Contractor Safety

- § CM role is limited - contract governed; Liability for Safety rests with Contractor;
- § CM as owner's agent is usually indemnified by contractor;
- § Typically CM has oversight- review responsibilities;
- § Safety duties include:
  - § Reviews Contractor Safety Plan
  - § Participate in joint safety efforts (audits, meetings, incident investigations)
  - § Monitor/Assist with near miss reports, incident or injury reviews/investigations
- § Emergency situation work stoppage authority



# Summary Comments

- § As owners agents – a CM firm has Health and Safety responsibilities in 3 primary areas:
  - § Employees
  - § Public
  - § Contractor/subconsultants
- § Tools, Procedures, and Training must be in place to achieve a safe and healthy workplace for all parties
- § Must Safely adapt to a variety of work environments
- § At URS we believe All injuries are preventable