WORKPLACE SAFETY - A CM PERSPECTIVE

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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?
“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
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 contact 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, SOURSE 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)
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.