

**NCSE MEETING MINUTES  
ANTLERS HILTON  
COLORADO SPRINGS, CO  
OCTOBER 7-8, 2009**

The chairman, Brad Giles, convened the fall 2009 meeting of the National Construction Safety Executives at 8:00 AM on October 7th, 2009. Brad initiated the meeting with a safety talk about hydrating at altitude and precautions in the event of winter weather as we depart on the 8<sup>th</sup> and 9<sup>th</sup>. He explained the emergency evacuation routes and locations of facilities and asked for introductions and each member and guest.

Members attending were:

Giles, Brad, Chairperson	Washington Division, URS	brad.giles@wgint.com
Peters, Andy, Vice Chair	Parsons	andy.peters@parsons.com
Jackson, Bill, Treasurer	Granite Construction	william.jackson@gcinc.com
Baldwin, Rich, Secretary	PCL Construction	rsbaldwin@pcl.com
Amsinger, Gary	McCarthy	gamsinger@mccarthy.com
Bardin, Chris	The Layton Companies	cbardin@laytoncompanies.com
Berg, Kevin	Bechtel	kberg@bechtel.com
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Steve Cloutier	Bovis Lend Lease	stephen.cloutier@bovislendlease.com
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Frey, PD	Austin Industries	pfrey@austin-ind.com
Gallegos, Garry	IME/Quanta Services	GG@imelect.com
Grundke, Eric	Kiewit	eric.grundke@kiewit.com
Hornauer, Bob	NCCCO	bhornauer@nccco.org
Hurley, Don	Zachry	don.hurley@zachrycorp.com
Kliwinski, David	Jacobs	david.kliwinski@jacobs.com
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Murphy, Brian	Sundt	bhmurphy@sundt.com
O'Dea, Tony	Gilbane Building Company	todea@gilbaneco.com
Palmer, Tim	TIC Holdings	tdpalmer@ticus.com
Peck, Chris	Flatiron Construction	cpeck@flatiron.com
Richardson, Carl	Zachry	richardsonc@ZHI.com
Shultz, John	Sundt	jpschultz@sundt.com
Wirges, David	Aker Solutions	david.wirges@akersolutions.com

The following discussion items were presented:

### **ORC WASHINGTON AND OSHA UPDATE**

Scott Madar from Organizational Resource Counselors (ORC) Worldwide provided a "What's New in Washington" update. To receive a copy of Scott's presentation, send him an e-mail at [scott.madar@orcww.com](mailto:scott.madar@orcww.com). After an overview of his company's services, he invited all members to a meeting of ORC in November. If anyone is interested, e-mail Scott. Scott covered the new administration, new legislation and other topics.

Hilda Solis, DOL Secretary will push enforcement and stated that she wanted OSHA to be "active and robust." Jordan Barab, acting Assistant Secretary of Labor for OSHA comes to the organization with a very liberal pedigree. He knows how OSHA works and has been active so far. Some of his priorities are increased enforcement and emphasis on recordkeeping. David Michaels is the nominee for Assistant Secretary. David is interested in using electronic reporting for incidents and increasing the number of OSHA inspectors. He also wants to revive use of the General Duty Clause and may cause the issuance of a Comprehensive Workplace Safety and Health Standard. Additionally, there may be more money for Susan Harwood grants. David may face a confirmation hearing. Scott added that Dr. John Howard has been reappointed to head NIOSH.

OSHA enforcement is to be increased. Facilities that use ammonia may be targeted under programmed and non-programmed inspections. VPP sites will be exempt as will PSM locations. The compliance directive should be reviewed if your company is at one of these qualifying activities.

Recordkeeping will be emphasized. Studies have indicated that there is significant underreporting of incidents. OSHA's recordkeeping audits find up to 20% underreporting. OSHA will conduct inspections of facilities that have incident rates under the average for their industry. Facilities that have low DART rates will be targeted. A small number of construction establishments will be inspected. Many of the inspection targets from the late 80s were generated by employee complaints. Steve Newell of ORC commented that OSHA is behind the times with a poor recordkeeping standard and lack of electronic reporting. During recordkeeping inspections, employees will be interviewed and subpoenas for medical records will possibly be issued. Scott advised that persons that need to make recordkeeping decisions must be appropriately trained. Also, NIOSH is looking at recordkeeping underreporting.

Enforcement policy revisions are forthcoming. For instance, steel erection fall protection violations will be emphasized. Some consensus standards and current OSHA standards will be updated. Scott talked at length about the changes to the HazCom standard and the effects on other OSHA standards. He thinks that the final standard will be out in 2010.

ORC has been deeply involved in preparations and precautions for H1N1 and has a comprehensive guide for its members.

Scott stated that there could be a National Emphasis Program (NEP) for hexavalent chromium and considerable time was devoted to the PAWA, HR 2067 S 1580, which was introduced by Ted Kennedy before his death. The details of the PAWA are in Scott's presentation.

The Corporate Injury, Illness and Fatality Reporting Act, HR 2113, requires stringent reporting to OSHA if the employer has over 500 employees. It is intended to identify those employers that have numerous entities across the U.S. that may not be readily identifiable under one corporate name.

## **BEST PRACTICES IN METRICS AND SERIOUS INJURY PREVENTION**

### **BEST PRACTICES**

Steve Newell of ORC discussed some of the best practices that their firm is working on. One startling fact that was discovered by the Baker Panel is that firms that have focused on prevention of workplace injuries have lost emphasis on process safety. Much of the information that Steve shared came from Fred Manuele and Dan Peterson.

One fact that surfaced was that the number of minor cases have decreased and the major cases increased as a percentage of the total. Dan Peterson had identified that the causal factors for serious injuries are different than the minor cases. Our interpretation of the Heinrich pyramid is flawed and a large proportion of the serious injuries occur for several factors. Steve also quoted information from Jim Howe, former UAW HSE Director.

Steve recommended that we pay more attention to Manuele's writings and look at our own data as well.

Using probabilities of occurrence may lead to complacency that causes catastrophic incidents. Dee Woodhull suggested that applying the hierarchy of controls may be a better idea than assessing the probability. ORC found that the greatest value over the long term is produced through substitution, elimination and design. The higher up on the hierarchy, the better the business return.

Steve indicated that concentrating on unsafe act prevention may not prevent the catastrophic incidents that are likely a result of poor design or management issues. He also identified that pre-task planning and JHAs are critical to prevention of incidents that result from non-routine activities.

Steve stated that a powerful question to ask injured workers is "what led you to do what you did?"

### **METRICS**

There is an ORC task force comprised of 55 companies that developed a balanced approach to safety metrics comprised of Leading, Trailing and Financial metrics. Steve discussed a framework of balanced metrics. Leading indicators are necessary to drive key activities that will be critical to preventing trailing indicators.

Steve emphasized that incident investigation root cause should identify defects in management systems. Research showed that lost time incident rates are generally consistent over time in larger facilities. But severe lost time cases get management's attention. Fatalities, on the other hand, are so rare that they don't get upper management's attention and EMR may not be a reliable indicator of future performance. OSHA non-compliance does indicate future serious incident performance.

In summary, ORC is very involved in the identification of meaningful leading indicators.

## **NCCER UPDATE**

Steve Greene of NCCER provided an update on NCCER and what their capabilities are to support training requirements in construction. He started the presentation by passing out some of the literature that is authored by NCCER and sold by their publisher. One change that is underway is that the Safety

Orientation training now fulfills the requirement for the 10-hour OSHA training course. Steve continued to discuss the various training publications and courses that are available.

NCCER has received their accreditation from ANSI for their crane training. NCCER is an accrediting body that can provide certifications to industry. The only training that is done by NCCER is certification of Master Trainers who train craft instructors to deliver NCCER training.

NCCER has a number of partners including the University of Florida and Clemson University as well as ABC, AGC and CII. They are also members of the Construction User's Roundtable (CURT).

Steve discussed the workforce gap. Many experienced construction managers and hands are not likely to be easily replaced. He stated that 65% of all jobs in 2020 will require a skilled technical education. The question is, who will build our projects? The challenge is to recruit 180,000 per year and at this time, they are not available nor are they trained.

NCCER is focusing on craft training, safety, construction image, management education and research. They have training programs in several languages and in 19 foreign countries including Russia. Some unions are using the programs and Exxon, Dow and Valero require the programs in their contractors.

Subject matter experts are provided by member companies and the various courses are written. In a number of the trades, the first year of training can be in Spanish. Levels 2, 3, 4, and five are planned to be in English because by the time a worker completes Level 1 and works for a year, they should understand sufficient English to complete the other levels. Steve continued to explain the upcoming craft training subjects that were under development, including their Tower Crane curriculum. A three level rigging certification should be approved next week.

Steve discussed the assessment process and asked for help with subject matter expert requirements. He also discussed the construction management academies and the safety academy which is held in Clemson, SC. NCCER is developing a relationship with ACT for improved testing of craft workers.

New training is available for the Power Generation industry.

### **OSHA ALLIANCE PROGRAM**

Elizabeth Way discussed OSHA cooperative programs. She handed out a copy of the presentation to the group. Currently, the programs are undergoing change with the emphasis from the new administration and heightened interest in union workers.

Elizabeth asked for industry help in training the new compliance officers that will be hired soon.

Because of Elizabeth's rapid fire presentation, little was captured in the minutes. Please rely on the handout she provided to gain the information she presented.

### **RESEARCH OPPORTUNITIES AT TEXAS A&M**

Dr. Jerome Congleton, a professor from Texas A&M in safety and ergonomics talked to the group about research projects and their safety and health program. Dr. Congleton is interested in securing internships and employment for their safety and health graduates.

They have a Master's program and are working to establish both an undergraduate and PhD program. He explained that their tuition is low compared with other universities. Dr. Congleton reviewed the courses that a MSPH student would take to graduate and he stated that a thesis is required.

Dr. Congleton asked the members to volunteer to teach technical course segments, such as cranes or rigging at the Master's level. He discussed the inventions that his staff had patented as well as the activities of his students on industrial sites.

Some of the projects that could be done with Texas A&M were discussed, namely that tie-off handrails is possible.

Dr. Congleton closed by mentioning the various ways that he and his staff can help us with many improvements in our programs.

### **VPPAC – OSHA VPP FOR CONSTRUCTION**

Mike Hayslip discussed the status of VPP, the use of VPPAC dues and how NCSE can participate.

There was a GAO report that criticized VPP and OSHA is getting a response ready. In the next few months, any attrition in the ranks of VPP managers will not result in filling the vacant positions. Further, some VPP managers may be reassigned and this is continues to indicate the reduction of VPP efforts. There seems to be no tendency in the current administration to support VPP but neither will there be any obvious reduction of the number of sites. Mike asked the members to help him with reasons why VPP helps reduce the investment that OSHA devotes to non-VPP site inspections.

VPPAC dues support the annual conference. The conference is held in conjunction with the World of Concrete in Las Vegas and speakers/panels present on leading indicators as well as other topics. The conference is February 4 and 5.

Mike also wants us to join VPPAC and help support it financially. He also offered help in jointly establishing an NCSE website.

For more information on how to initiate the VPP process go to [www.vppac.org](http://www.vppac.org).

### **TOWER CRANES, SIGNALING AND RIGGING**

Jeff Hammons of AmQuip Crane Rental discussed highlights of managing crane assets on construction projects. Jeff asked what was going on with crane management lately and the members identified the need for heightened awareness of inspections and operator qualifications.

Regulators (politicians) are ready to jump to conclusions and establish rules that may be difficult to live with and impact production. The new crane standard has much on operator training and signal person qualifications.

Jeff stated that now, under the draft rules, the user of the crane is just as responsible as the operator/owner of the crane. This is a significant change. We will now have legal responsibilities for cranes and crane operation.

Jeff discussed risks associated with tower crane operations including structural failure, crane collapse, contact with other equipment and structures, falling objects and fall exposures. He identified the several considerations during pre-assembly, setup and establishing an exclusion zone. He emphasized that the most hazardous phase of tower crane operation is during setup and disassembly. Many of the fatalities occur during assembly and disassembly because there is no qualified crane technician available.

If welding on a load, suitable insulation needs to be in place. Weather is also a factor and we must know the manufacturer's manual requirements. Putting a company sign on the boom may affect the weathervane capability and never put it on the boom. Rescue needs to be considered.

One of the hottest topics is documented training for signal persons. Both have to speak the same language and a pre-meeting is required. Also, the signal person must know basic crane operation, boom flex and pendant stretch.

### **CULTURAL GAP ANALYSIS**

This URS Washington Division survey, prepared by a vendor was discussed by John Isham. It assesses 36 areas of the safety culture and perceptions of executives, project managers, supervisors and employees are determined. It is not a comparison between industries or a fault finding tool. It is a compliance-based evaluation – a safety perception tool. A variety of different projects were assessed with a total of 3,294 responses.

The gaps, or differences between the expected culture and the perception by respondents were measured. Some gaps were large and some were negligible. The survey found that 45% of employees have not been recognized by their supervisor for safety. The one-on-one recognition is not happening, although 95% of supervisors thought they did.

Surprisingly, only 31% of employees and 22% of supervisors thought that pre-task meetings were being conducted. Another question indicated that 48% of employees stated that safety slowed production and 43% of supervisors and 31% of management said yes, it slows production. As a result, they will look for procedures to streamline.

John continued and told the group that 36% of employees believed that accidents and lessons learned were not shared. We must take credit for what we do and share it with employees. Lessons learned must be distributed and communication must be improved.

Brad adjourned the meeting at 4:30 PM and we gathered at the hospitality suite. Following the refreshments, 40 of our members and wives took a bus to the Flying W Ranch for a steak dinner and western singer's entertainment.

**THURSDAY, October 8, 2009**

Brad Giles opened the meeting at 7:30 AM.

### **OSHA RECORDKEEPING**

Carl Richardson described an intensive recordkeeping inspection that was conducted on a Progress Energy project from April to August 2009. OSHA stated that 29 cases were recordable that were not recorded by Zachry.

Jim Lastowka helped Zachry with the recordkeeping citations. He addressed the group and gave us advice on how to manage recordkeeping. He stated that OSHA records are a horrible benchmark of safety performance and OSHA will use a recordkeeping inspection to gain knowledge and detrimental information about other aspects of safety on our projects. Jim stated that some of the compliance officers have a vested career interest in pursuing the investigation of recordkeeping issues. They have a charter from the area and regional offices, if not Washington, to aggressively investigate and cite.

Jim advised that we should not confuse workers compensation with OSHA recordkeeping. He added that OSHA records may not be the best indicator of safety performance.

The National Emphasis Program (NEP) on recordkeeping is primarily focused on non-construction sites. The NEP is a one-year pilot program for high hazard industries with low incident rates. However, they will pick five establishments in construction to assess recordkeeping. We need to look at our projects in federal jurisdictions.

Jim covered a report from the U.S. House entitled Hidden Tragedy: Underreporting of Workplace Injuries and Illnesses from June 2008. Jim emphasized that there are a lot of "eyes" watching and waiting for fault... sometimes former employees who believe they were not fairly treated. In the Zachry case reported by Carl, it is suspected that the informant was a former safety staff member.

Jim identified a 6.2 million dollar settlement to the U.S. that was based on a fraud complaint against Stone and Webster (a Shaw company) that was based on OSHA recordkeeping fraud. False reports were made to the TVA that resulted in increased compensation in the form of performance bonuses related to low OSHA incident rates.

Jim said that many of the recordkeeping "gurus" in our companies are applying "common practice," "good judgment," and "folklore" to determine if cases are recorded. There are inconsistent approaches to recordkeeping, not only by company safety persons, but by OSHA compliance officers who are contacted by phone for determinations.

Jim discussed the differences between workers compensation determinations in different states and how those decisions do not affect OSHA recordkeeping. Clearly there are liberties taken with "significant aggravation" of a pre-existing condition. If the aggravation results in medical treatment, it is significant and must be recorded... not all of us have made that determination.

He also stated that doctors have complained about pressure not to record.

Failing to apply the OSHA definition of work-relatedness, confusing workers comp with recordkeeping, failing to apply the definitions of medical treatment and first aid, not applying the OSHA definition of

restricted work and not tracking later events in cases such as physical therapy are known to result in may incorrect recordkeeping decisions.

Jim amplified the “restricted work” issue. Even though a doctor does not give a worker a restriction, if he is accommodated by anyone on the job by giving him/her a lighter job, even though it is in their job description, it is an employer issued restriction and is recordable unless it is merely “minor discomfort.”

There need to be good factual reasons, not mere suspicions, to dispute employee injury claims, especially when the doctor classifies the injury as occupational. If you conclude that your suspicions have merit, you need to convincingly document supported factual reasons for your conclusions with names and dates... reasons that a third party would agree with.

Jim said that if it is a “toss-up” use an outside legal consultant to talk to OSHA so a company will not be tarnished by an incorrect recordkeeping determination. Jim said that we are allowed to red-line a case to indicate that we had considered it.

Restricted work is not the inability to do any useful work, it is a restriction to do any of his work that he would normally do. If the employer keeps a worker from doing one or more routine functions of his job, it is restricted and recordable. Also, if a doctor says a worker cannot do one or more functions of their job, it is restricted.

Jim reminded us that we must use the first aid list in the directive and if the treatment is not on that list then it is recordable medical treatment. An example is using a filament loop to remove an eye particle is recordable... because the first aid list says irrigation or cotton swab.

If a project first aid office uses a prescription medicine such as Silvadene, it is recordable. It is irrelevant that it is commonly viewed as first aid or that the doctor did not directly prescribe it or that it was unnecessary to the treatment.

A final point was a reminder that we need to have an effective system to update the logs as restricted or lost time days increase. And we all, as well as our project safety staffs and supervisors where no safety person is assigned, must understand recordkeeping rules, including the Compliance Directive, interpretations and the preamble.

## **FLATIRON GANTRY PROJECT**

Chris Peck briefed their gantry project that was used to construct a bridge in 2007 and 2008 in North Carolina. The gantry system enables a lower footprint for environmental considerations.

## **BUSINESS MEETING**

The business meeting was convened at 9:35 AM.

### New Members.

Since the number of regular members remains at the maximum (30), there were no prospective new members and none were proposed for consideration at the spring, 2010 meeting.



### Election of New Officers

Andy Peters was unanimously elected as the new Chairman in a progression from Vice Chairman.

Tony O'Dea was nominated and unanimously elected as the Vice Chairman.

Gary Amsinger was nominated and unanimously elected as Member at Large.

It was decided that Rich Baldwin will continue as Secretary.

Tim Palmer was nominated as Treasurer and was unanimously elected.

Robert Saiz was nominated as Meeting Coordinator and was unanimously elected.

### Future Meeting Locations.

The Spring 2010 meeting will be held in Washington DC. We voted to conduct a three day meeting because of the opportunities for OSHA guest speakers and an expanded agenda. At this time, we are targeting the first or second week of May. Robert Saiz, the Meeting Coordinator, will make the arrangements. We will also sponsor a wreath at Arlington Cemetery and the members will attend the ceremony. The fall, 2010 meeting will be in San Diego.

### Financial Report

Bill Jackson reported that at the start of the meeting in October, the balance was \$17,288.99. Our balance after this meeting will be very favorable, in the neighborhood of \$10,000. The members decided to continue our membership in VPPAC. Bill also will send out the invoices for 2010 as soon as he can coordinate with Tim.

### OSHA Alliance.

The alliance will be continued. Brad asked all members to provide safety systems that they have pride in to others via the VPPAC website which will eventually be linked to our site.

### Member Changes

Warren Davis and Chris Peck were unanimously voted as emeritus members from their honorary status.

The business meeting was adjourned at 11:40 AM

### NCSE Website

We will ask Mike Hayslip of VPPAC to help us establish a website. Gary will work on this with Mike Hayslip. An outside vendor may be required to develop the website, but members agreed that one of our companies may have the capability to help at no charge.

### Assistant Secretary of Labor for OSHA

Brad and Andy will coordinate a visit with Michaels as soon as he is officially designated.

## **MEDIA CONTROL/CRISIS MANAGEMENT**

Marv Rockford and Steve Gray started a company that assists their clients with the subject issues. The topic is improvement of our existing plans and how to handle the media during a crisis. The following can create a crisis that could involve unfavorable public attention and media involvement

- Loss of life
- Serious injury.
- Significant environmental damage
- Allegations of sexual harassment, assault or allegations of a hostile workplace
- Theft, fraud or financial malfeasance
- Workplace violence
- Economic/market conditions
- The unexpected

A crisis team should be formed before an incident to be ready to handle the public attention that an unfavorable event will generate. It must be remembered to take care of the victim(s) not merely get ready for media attention. Most organizations forget about the victim, but at the end of the day, we will be judged on how we help the victim(s)

Ignoring the media won't make them go away... in fact, it may be a red flag that gets you more attention. The media will talk to anyone to get the story. We can plan a response because the media is predictable. For instance, they will:

- Try to get as close to the incident scene as possible
- Talk to anyone
- Research past incidents
- Seek out third party experts
- Try to establish cause or blame
- Identify with the victims
- Often get the story wrong
- Have a short attention span

Here are some best practices:

- Designate a media "safe area"
- All media contact or statements must be through a single point of contact or spokesperson
- Treat all media equally
- Nothing is 'off the record'
- Stick to the facts and never comment on causes
- Coordinate with the owner/client
- Make referrals to authorities or emergency responders who will give the media what they want
- Create pre-approved crisis messages
- Use the internet to post information and updates

Use a "buy time" statement... confirm that there has been an incident and want to help you with your story, but we need to gather the facts. I don't have enough information to answer your questions. I know

we all want to get the story right. Our spokesperson will be back in contact with you in 60 minutes and give you an update. All briefings will come from this safe area. A wallet card was provided with this “buy time” statement. Don’t answer questions after giving this statement. Give it in the first hour of the event.

“No comment” is not appropriate... it says we are hiding something, indicates guilt and demonstrates lack of command and control. It can sometimes be taken as confirmation of facts. Instead, when you get questions that you aren’t prepared to answer, say “we don’t have any information that we can confirm right now.” Or, “that is information that will come from the authorities”, or “that is private information and we respect people’s privacy”, or “that’s part of the investigation.”

The Crisis Plan has these elements and requirements:

- Readily available
- Easy to read checklist
- Color coding

The internet creates many challenges:

- Persons with a cell phone camera
- Text messaging
- Twitter
- Blogs
- Chat rooms

To overcome these challenges,

- Create a crisis website template. Media can be required to register so we know who is watching
- Link your site to critical information from your home page
- Market your crisis response website through Google, Yahoo or other search engines
- Identify the on-line influencers before a crisis
- Set up a “Google Alert” to stay abreast of what is being requested

New technology issues include:

- Establishing a policy that restricts the use of cell phones with picture and video capability
- Initiating a policy that prohibits texting, twitter or e-mail during a crisis
- Never use a false name
- Monitoring chats and blogs
- Avoiding the temptation to engage on every tweet, blog or comment page

The presentation is attached to the e-mail that included these minutes.

## **OSHA UPDATE**

Steve Witt, Director of Cooperative and State Programs discussed the events and forecasts for programs in Washington.

When Jordan Barab spoke at the VPPPA Conference and other forums, he expressed the following:

- We are going back to enforcement and setting standards.
- Priorities will be shifted from VPP and cooperative programs to enforcement
- Regional directors will not be given quotas for VPP sites
- There is now a “Severe Violators’ Enforcement Policy”
- They will react quickly to trends
- National emphasis programs such as for refineries are underway
- NEP on recordkeeping is on-going, including an assessment of recognition programs
- Penalties may be raised
- 130 new compliance officers will be hired
- Confined space, cranes, silica and noise in construction are being worked

Steve continued with his observations:

- Monitoring of state OSHA plans will be changed because of malfeasance in Nevada
- Many regional alliances are not expected to be renewed
- Jacobs will probably be approved as Corporate VPP
- Steve fully supports the NCSE-OSHA Alliance, although it has expired
- Many are applying for the new compliance officer positions through the government website
- The OSHA 10 and 30 Hour Courses will be more carefully monitored
- Nevada is mandating the 10 Hour Course for all construction workers within 15 days of hire

#### **NCCCO UPDATE**

Bob Hornauer briefed the group on the new courses that they have to offer. Signalperson is one initiative and Master Crane Operator is another. They are working on several other programs including articulating boom training package and certification. A crane inspector program is also being developed.

#### **AKER SOLUTIONS JUST RULES PROGRAM**

David Wirges provided the group with their “Just Rules” program which is a part of their “Just Care” program. They are in their second year of implantation. Aker was having too many serious incidents and they decided to focus on the activities that were undertaken when those incidents occurred.

A listing of the various rules is included in the employee booklet. There are “Expectations”, “Risk Assessment”, “Confined Space”, “Cranes”, “Work at Height” “Excavations”, “Hazardous Energy”, “Mobile Equipment”, and “Control of Work”. The employee booklet is in several languages.

#### **REWARDS AND RECOGNITION PROGRAMS**

David Kliwinski discussed the Jacobs rewards and recognition program that is contained in the procedure handed out to all members. David pointed out that constant reinforcement and recognition are important to influencing safe behaviors.

Jacobs has Corporate, Regional and Individual awards. The Individual awards are valuable because they recognize workers for doing something right and give them instant positive feedback.

Winners of their President's Award have a few things in common, including Leadership Engagement, a Culture of Caring, Integrated Planning and Disciplined Use of Key Tools.

### **JACOBS MOTOR VEHICLE SAFETY PERFORMANCE**

David is a member of the Jacobs Global Safety Committee and they are looking at a number of program enhancements to ensure reductions in motor vehicle accidents. Oddly, when Jacobs started tracking MVIs, they discovered that they were experiencing more than they thought.

Rather than assessing performance by occurrence, Jacobs now has a system to measure exposure by tabulating mileage and developing rates.

Jacobs has designated October as Motor Vehicle Safety Month and they are trending MVI's to determine new classification categories. A tiered approach to drivers training is being developed as well.

Jacobs is now doing a much better job of doing trend analysis on their MVI's.

Their presentation is attached to the e-mail that provided these minutes.

### **GAS DETECTION - INDUSTRIAL SCIENTIFIC**

Justin McElhattan, President and CEO of Industrial Scientific discussed his company which originated in the mining industry. They are the owners of DB02 since 2007 and launched "iNet" in 2002. They have 850 employees in 18 countries.

Common gas detection challenges:

- Maintaining equipment
- Costs are high and unpredictable due to sensor failures and span gas costs
- Do not have time to keep records
- Sensors stop working unexpectedly
- Manual battery charging
- Repair times are inconsistent
- Endless purchase orders for span gas, parts, etc.
- Span gas cylinders empty
- Spending a lot of time maintaining equipment manually

Best in class gas detection programs:

Topics for the next meeting were suggested.

Andy closed the meeting at 3:15 PM. See you in Washington DC at the spring 2010 NCSE meeting in May. Let's strive for full attendance.

Andy Peters, Chairperson  
Rich Baldwin, Secretary