

Best Practices Preparing for a Shutdown: A Partnership Approach

Presented to:



October 19, 2021

Agenda



- Strategies to Build a Partnership
- Avoiding a Negative Culture
- Story of 2 Projects
- Conclusion

Strategies to Build a Partnership: A Contractor's Perspective

Strategies to Build Partnership

- **Early Contractor Engagement**
 - What does this mean?
 - How does it benefit us?



- **Early Contractor Engagement**
 - A process by which all interested parties come together well in advance to a project to start planning.
 - What more can we do to prevent a silo?



Si • lo

verb

To isolate from others. When certain departments or sectors aren't able to, or don't know how to share information, systems or processes with others in the same company.

@icthrive

- **Early Contractor Engagement**
 - Some of our clients have a very formalized process for this.
 - Map of Facility and Work Areas
 - Who's Involved?
 - A check sheet/permit – Focus on SIF or Critical Safety Procedures
 - Pre-Project which then support their:
 - Monthly, Weekly, and/or Daily Work Permits

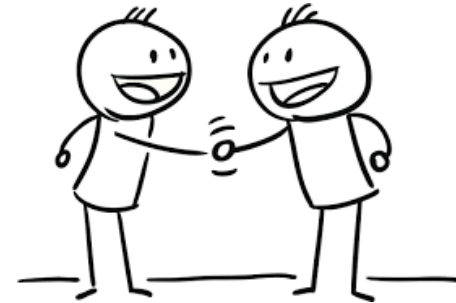


- **Early Contractor Engagement**
 - What are some of the areas or items discussed?
 - JHAs
 - Permits
 - Schedules
 - Deliveries
 - Logistics
 - Anything else?



- **Early Contractor Engagement**

- What are the benefits?
 - Proactive Plan
 - Communication
 - Building Rapport
 - Establishes a team approach
 - Breaks down barriers
 - Bring up SIF or critical safety procedure concerns early
 - Measure your plan against what is happening
- Does anyone have an ECE process they would like to share or benefits you have seen?



- **Project Specific Representatives**
 - Client Supplied Manager of Contractor(s)
 - Liaison between:
 - Contractor to Contractor
 - Contractor(s) to Facility Operations or Other Client Project Representatives
 - Works with Contractor on ECE Plan
 - Assists with Daily Permits



- Finds answers
- Holds and distributes project contact list
- Audits Safety

- **Project Specific Representatives**
 - What are the benefits?
 - Injury prevention
 - Training
 - Contractor Success
 - Communication/Coordination Occurring Between Facility and Contractor(s)
 - Support for Contractor(s) Needs
 - Coordination/Conflict Management
 - Critical Path
 - Lock Out
 - New Perspective/Eyes on Safety
 - Expectations established.

S U C C E S S
I S N O T A N
A C C I D E N T

- **Meetings**

- Kick Off Meeting

- Management level
 - Project level

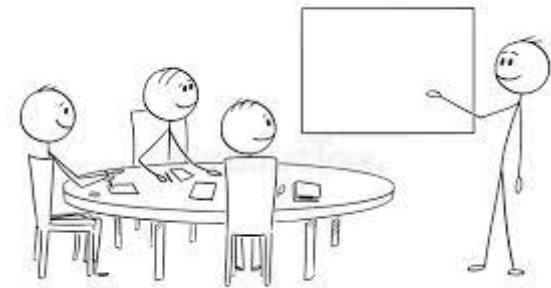
- During Project/Outages

- Each Shift, Daily or Weekly
 - Attend Pre-Task Meetings

- Post Project/Outage

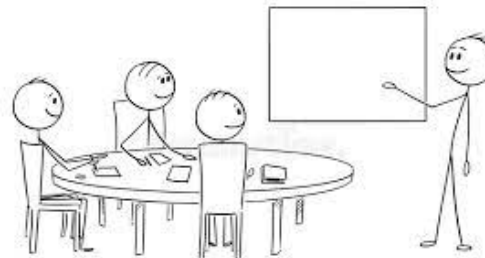
- What went well?
 - What do we change?

- They need to be impactful, and concise.



■ Meetings

- What are the benefits?
 - Re-Enforces and Shows Commitment
 - Shows leadership cares
 - Identification of hazards
 - Communication of changes to work plans
 - Those involved know who to contact
 - Re-Enforces the Positive
 - Establishes a Relationship
 - Allows for Lessons Learned and Growth



- **What to Ask/Share with Your Contractor**
 - Policies/Procedures
 - Recent Changes to Policies or Anticipated Changes
 - LOTO Procedures/List of Lock Out Points
 - Confined Space Information
 - SDS, Venting, Volume, Known Hazards, Rescue Plan, Lock Out



- **What to Ask/Share with Your Contractor**
 - Chemical Hazard in Work areas
 - Process, Lead, Asbestos, PCBs, Mercury, Deliveries Schedule
 - Hot Work Permitting Process
 - Underground/Overhead Utility Information



White	PROPOSED EXCAVATION
Fluorescent Pink	TEMPORARY SURVEY MARKINGS
Red	ELECTRIC POWER LINES, CABLES, CONDUIT AND LIGHTING CABLES
Yellow	GAS, OIL, STEAM, PETROLEUM OR GASEOUS MATERIALS
Orange	COMMUNICATION, ALARM OR SIGNAL LINES, CABLES OR CONDUIT
Blue	POTABLE WATER
Purple	RECLAIMED WATER, IRRIGATION AND SLURRY LINES
Green	SEWERS AND DRAIN LINES

- **What to Ask/Share with Your Contractor**
 - How can we assist?
 - What are your concerns with the plan we have?
 - Listen, then act and/or support.



- **What to Ask/Share with Your Contractor**
 - What are the benefits?
 - We show we CARE!
 - Communication improves
 - Contractor knows what you value safety
 - Positive impact that you value teamwork
 - Remove perception of plans changing.
 - Providing important information ahead of the work.

Benefits

A hand holding a red marker, positioned as if it has just finished writing the word 'Benefits' and is about to underline it.

- **Fatigue Management Plan**
 - Hot Conditions
 - Length of Shift
 - # of Days before a break
 - Days vs. Nights

- Is it acceptable to ask a contractor to work 12+ hours/day; 7 days/week; for weeks on end?



- **Incident Analysis**

- What's the purpose of an Incident Analysis?
- When does your organization expect a final report from a contractor with corrective actions?
- How involved are you and how often?
- How long does it take to implement some of your corrective actions?
- Are we punitive?
 - We know what's going to happen to reporting?



- **Incident Analysis**
 - Be involved with contractor.
 - Show you care and support them.
 - Allow for their analysis to take place.
 - Provide photos or allow photos to be taken.
 - Avoid punitive response.
 - Avoid Over Reaction



Avoiding a Negative Culture

- **Unexpected Rules, Policies, Expectations**
 - Orientation Different than “What’s Really Happening”
 - Disciplinary Action
 - “Over Reaction”
 - Increases after an Incident
 - Minor vs Critical Safety
 - Contractor vs General Industry Practices
 - Consistency in Application
 - Leads to Frustration
 - Complaints of Fairness

- **Unexpected Rules, Policies, Expectations**
- What can we do about it?
 - Distribute Policies
 - Avoid Mid Project Changes
 - Avoid the One Size Fits All Approach
 - Communicate early on changes
 - Be Specific
 - What, Why, By When
 - **KEEP THEM SIMPLE**



Avoiding a Negative Culture



- What was that a picture of?
 - MAGGIE – MY GOLDEN LAB
 - A BIRD DOG

- Story: Bird Dogging a Construction Crew

- **“Bird Dogging” Prevention:**
 - Be Visible
 - Schedule Walks with Contractor Supervision
 - Introductions
 - Be Approachable
 - Ask Questions
 - Be Positive
 - Coach and Explain the Why
 - Explain you Care
 - Assign Personnel With Construction Safety Experience

Avoiding Negative Culture



- **Lock Out**
 - Contractor may have additional needs.
 - If LOTO Concern – Work Through It as Partners
 - Verification is often missed prior to work as there is trust in the client.
 - We need to mutually correct this belief.
 - Encourage/celebrate proactive near misses

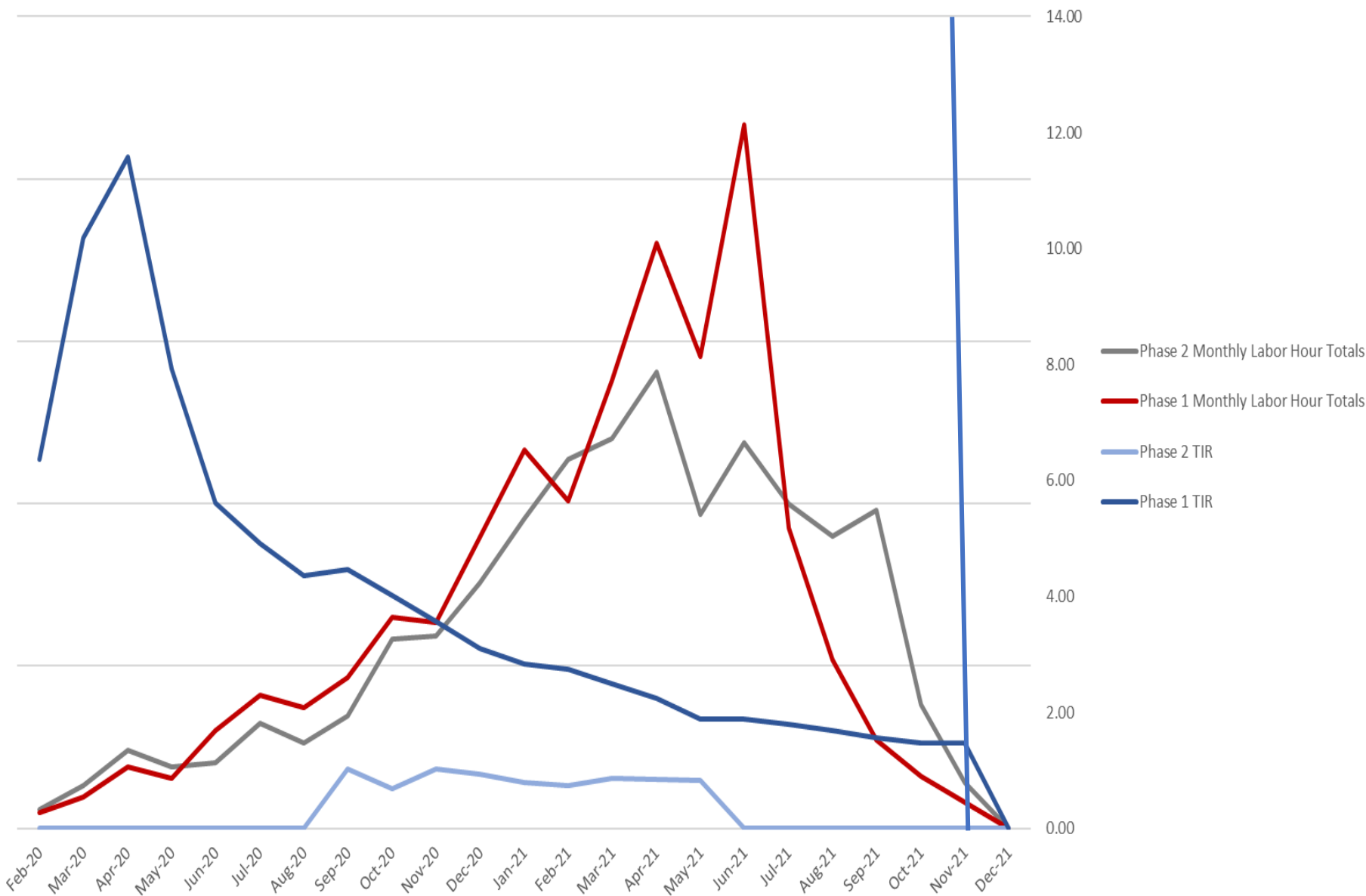


Story of Two Projects: Data

Story of 2 Projects



Phase 1 & 2 Monthly Labor Hour Totals & TIR



- Partnership will lead to improvements in bringing our industry home safe.
- We need each other to be successful.
- Positively Engage the Contractors in Safety
- Planning provides appropriate work sequencing

Thank You!
Questions/Comments

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