Communication is Key:

Contractors and Host Employers

Areas of Discussion

- Some key communication opportunities during:
  - Pre-Project Planning
  - Daily Operations
  - Post Job

What is communication?

- The successful conveying or sharing of ideas and feelings
- Imparting or exchanging of information or news
- Verbal and non-verbal communication
- Lack of communication

Why is communication challenging?

- Not listening
- Physical barriers
- Information overload
- Industry jargon
- Assumptions
- Language barriers
- Lack of feedback
- Cultural barriers

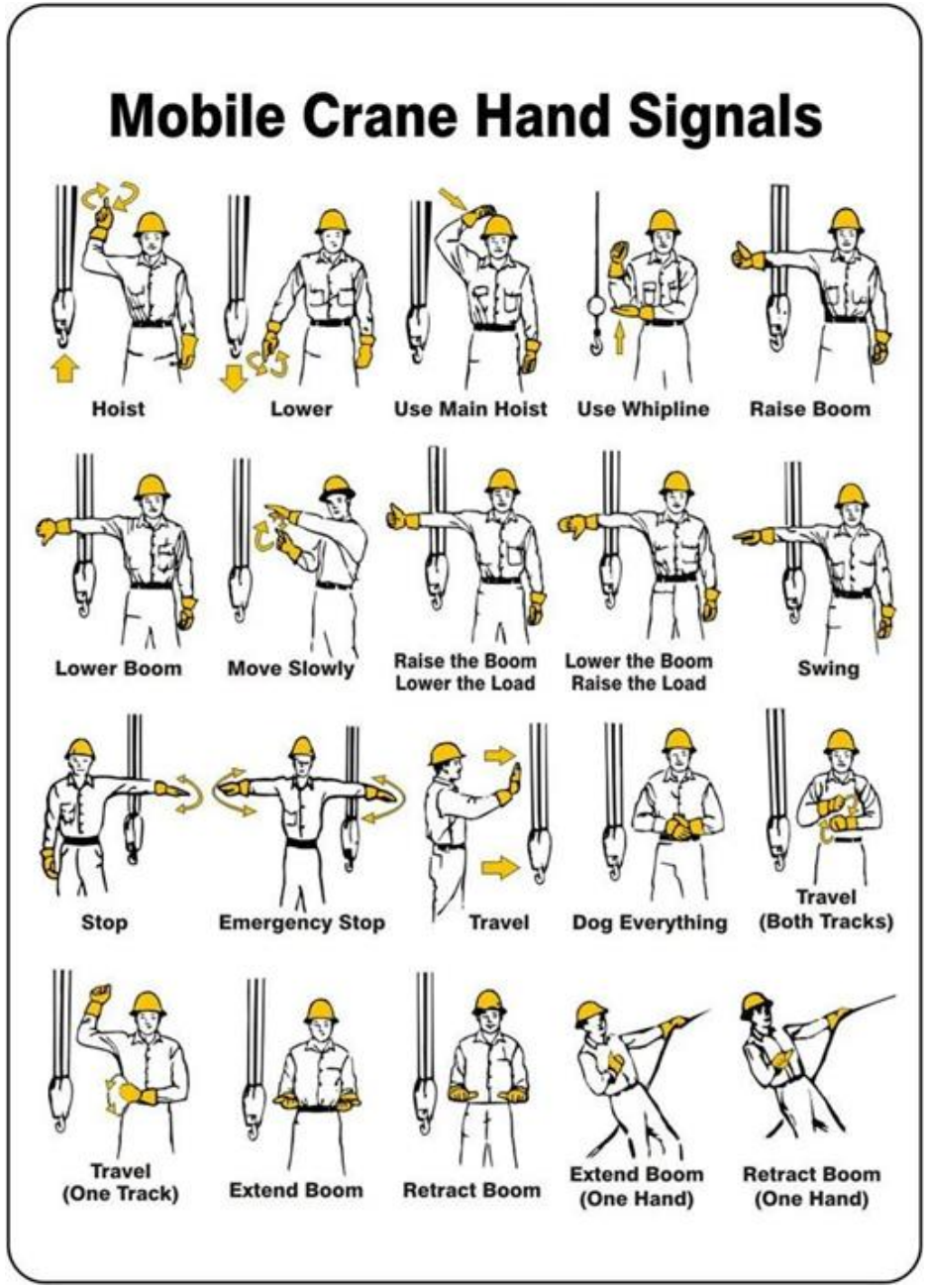
- Technology
  - Email
  - Text
  - AI

Pre-Project Planning

Communication is Key

Communication is

- But sometimes silent



Why is safety communication key?

- **Our people!**
- **Our families!**

Why is safety communication key?

- Regulatory obligations
- Culture
- Roles/directions are understood
- Warn against dangers
- Promote critical emergency response
- Learn about (and from!)
  - Concerns and hazards that workers encounter

Pre-Construction

Communication Strategies

Pre-Construction Communication Strategies

- Early Contractor Engagement
  - Construction Manager, General Contractor, Prime Contracts
  - Types of different contracts have influence – T&M vs lump sum

Pre-Construction Communication Strategies

- Early Contractor Engagement
  - Schedule
    - Trade stacking = SIF potentials
    - Delivery sequencing
  - Engineering complete
  - SIF potential tasks
    - Leverage contractors knowledge
  - Conflict resolution

Pre-Construction Communication Strategies

- Early Contractor Engagement
  - Contractor/Client safety council monthly meetings
    - Corporate levels
    - Site/Mill levels

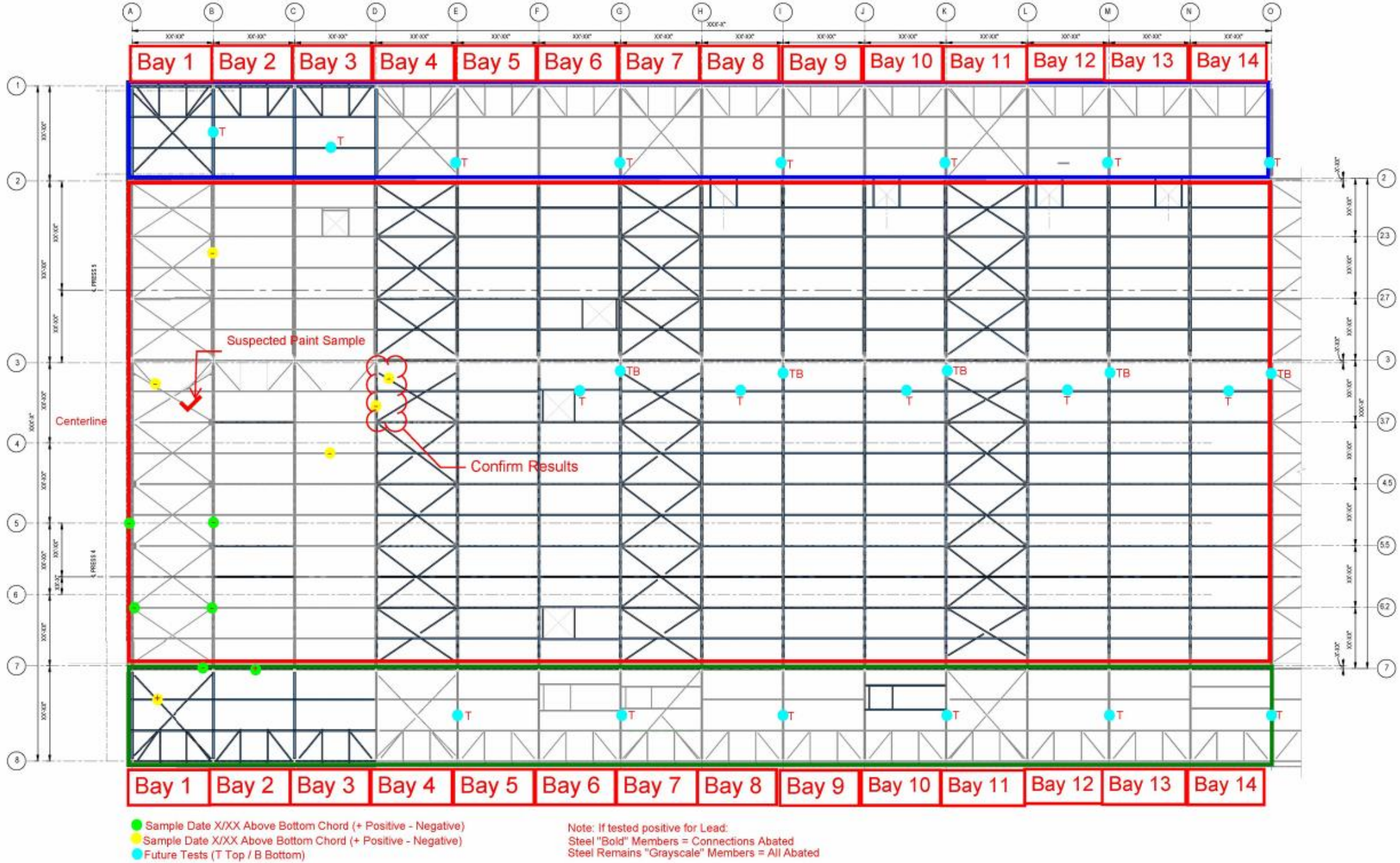
Project Safety Checklist

Mark/fill in appropriate boxes	Project Scope Y-Yes N-No N/A-Not Applicable	Responsible Person/Position	Completed Y-Yes N-No N/A-Not Applicable	Posted in conspicuous location
Site Specific Risk Control Plan	REQUIRED		N/A	
**Site Specific Silica Risk Control Plan	N/A		N/A	YES
FAA Study (45-day process period)	N/A		N/A	
**EAP OSHA Regulation 29 CFR 1926.50	REQUIRED		N/A	YES
Emergency Packets (???) do you think it's needed	N/A		N/A	
Muster Point location(s)	N/A		N/A	
Occupational Clinic	N/A		N/A	
Eye Clinic	N/A		N/A	
Drug Testing	N/A		N/A	
**State Workers Comp poster	REQUIRED		N/A	YES
**OSHA 300a (Required if project last a year)	N/A		N/A	
Covid-19 Policy	N/A		N/A	
DOT Driver Needed?	N/A		N/A	
Traffic Control Plan/Authorization	N/A		N/A	

Site Information				
Site Access (Training/location)	N/A		N/A	
Parking	N/A		N/A	
Site Security	N/A		N/A	
Portalets/handwash stations	N/A		N/A	
Site Underground work	N/A		N/A	
Hot work-Firewatch	N/A		N/A	
Confined Space Retrieval System?	N/A		N/A	
Confined Space Rescue Team?	N/A		N/A	
Elevated Work	N/A		N/A	
Lockout/Tagout (Coordinator needed?)	N/A		N/A	
Steel Erection	N/A		N/A	
Major Lift	N/A		N/A	
Trenching/Excavation	N/A		N/A	
Heat/Cold Stress	N/A		N/A	
Scaffold Usage/Erection	N/A		N/A	
Hazardous Materials ID'd	N/A		N/A	
Working Over Water	N/A		N/A	
Electrical	N/A		N/A	
Crane	N/A		N/A	

Pre-Construction Communication Strategies

- Hazardous materials planning – sample map
  - Asbestos
  - Lead paint


Bay 1
Bay 2
Bay 3
Bay 4
Bay 5
Bay 6
Bay 7
Bay 8
Bay 9
Bay 10
Bay 11
Bay 12
Bay 13
Bay 14
Suspected Paint Sample
Confirm Results
Centerline
T
TB
Sample Date X/XX Above Bottom Chord (+ Positive - Negative)
Sample Date X/XX Above Bottom Chord (+ Positive - Negative)
Future Tests (T Top / B Bottom)
Note: If tested positive for Lead:
Steel "Bold" Members = Connections Abated
Steel Remains "Grayscale" Members = All Abated

Pre-Construction Communication Strategies

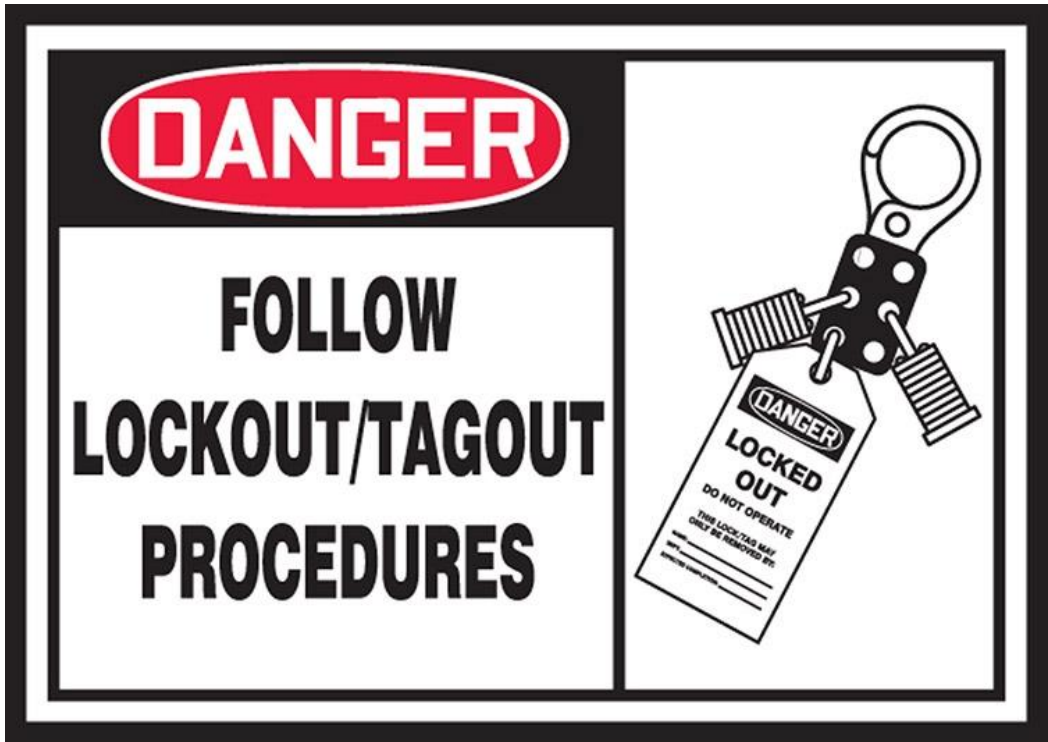
- SIF potentials
  - Energized electrical work – define It

Pre-Construction Communication Strategies

- SIF potentials
  - Hot Work – Can we do it a different way?
    - Engineering
    - Tooling
    - Cleaning support

Pre-Construction Communication Strategies

- SIF potentials
  - LOTO – How are we planning for it?
    - We will be asking for lock out of multiple systems or areas due to the sequencing of our work.
    - Do we know how your LOTO program works?
    - Do you know what we need locked out?



Daily Operations

Communication Strategies

Daily Operation Communication Opportunities

- SIMOPS – Simultaneous Operations
  - Overhead crane
  - Confined spaces

- SIF potential activities
  - Confined spaces
  - Crane lifts / OH crane lifts
  - Process Safety Management – line
  - Hot work
  - LOTO
  - Energized electrical work
  - Etc.

Daily Operation Communication Strategies

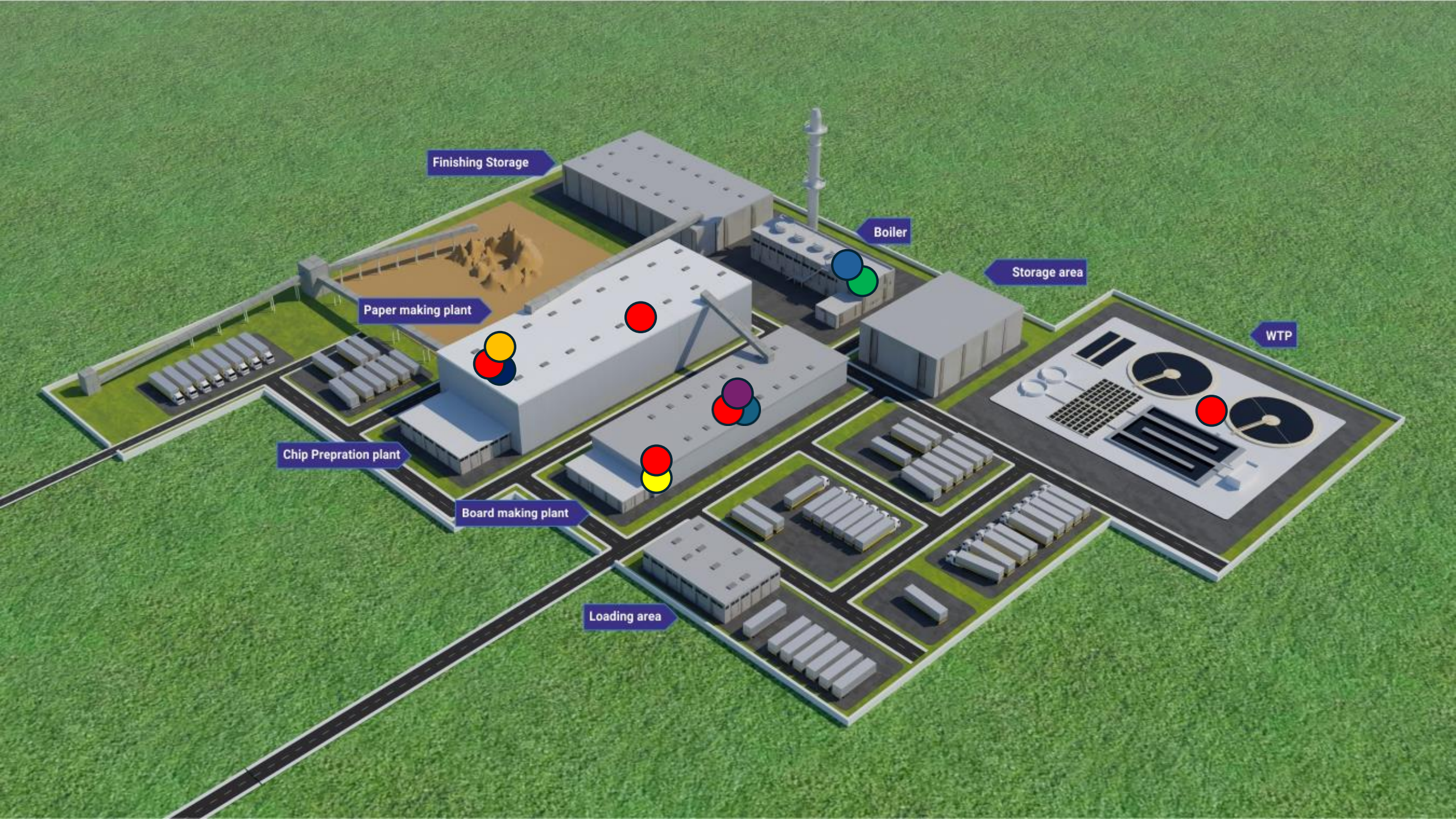
- Coordination Meeting with Contractor(s)
  - Each shift during outages
  - Schedule review – avoiding trade stacking
  - Coordination amongst client hosts

Daily Operation Communication Strategies

- Contact Lists
  - Cell phone
  - Email
- Emergency Numbers
  - Hard hat stickers
  - Posted
  - Use of site phone vs. cell

Daily Operation Communication Strategies

- Communication Boards/TVs
  - Communication – contact sheets
    - PMs, Safety, Client Representatives
  - Permits
  - Facility map showing where contractors are working


Finishing Storage
Boiler
Storage area
Paper making plant
WTP
Chip Prepration plant
Board making plant
Loading area

Daily Operation Communication Strategies

- Safety Walks
  - Scheduled
  - Client, engineering, contractor(s)
  - Learning events – get to know the “blue line”
  - Praise

- Pre-Task Planning
  - Electronic

REQUIRED TRAINING & INSPECTIONS

	Yes	No	Inspect	Resp.
CRM Employee Orientation	X			
Silica Awareness	X			
Aerial Lift	☐	☐	☐	
Confined Space	☐	☐	☐	
Crane	☐	☐	☐	
Fire Watch	☐	☐	☐	
Forklift	☐	☐	☐	
Lead / Asbestos Awareness	☐	☐	☐	
NFPA 70(e)	☐	☐	☐	
Powder Actuated Tools	☐	☐	☐	
Respirator Fit Test	☐	☐	☐	
Rigging	☐	☐	☐	
Scaffold	☐	☐	☐	
Signal Person	☐	☐	☐	
Skid Steer / Mini Excavator	☐	☐	☐	
Welders / Generators	☐	☐	☐	

(Call Safety Dept or Safety Coordinator to confirm training)
***Resp. Person must print name**

PLANS / PERMITS REQUIRED

	CRM	Owner	N/A	Resp.
Barricaded Area	☐	☐	☐	
Confined Space Entry	☐	☐	☐	
Cutting - Welding (Hot Work)	☐	☐	☐	
Demolition	☐	☐	☐	
Energized Electrical Work	☐	☐	☐	
Excavation	☐	☐	☐	
Highly Hazardous Material	☐	☐	☐	
Line Break	☐	☐	☐	
Lockout / Tagout	☐	☐	☐	
Critical / Major Lift	☐	☐	☐	
Radiographic	☐	☐	☐	
Scaffold	☐	☐	☐	
Silica Exposure Control	☐	☐	☐	
Roof Access	☐	☐	☐	
_____	☐	☐	☐	
_____	☐	☐	☐	

PPE

MANDATORY		ADDITIONAL PPE	
Gloves - Proper Type for Task	X	Face Shield	☐
Hard Hats - Bill Forward	X	Fall Protection	☐
Hearing Protection - 100%	X	Knee Pads	☐
High Visibility Clothing	X	Life Vest	☐
Jewelry Removed	X	Protective Suits	☐
Safety Glasses / Goggles	X	Respirator Protection	☐
Safety-Toed Footwear	X	Rubber Boots	☐
		Welding Jacket/Sleeves	☐
		Cut Resistant Sleeves	☐

TEAM MEMBERS

Print Names	Shift	
	☐ AM	☐ PM
	☐ AM	☐ PM
	☐ AM	☐ PM
	☐ AM	☐ PM
	☐ AM	☐ PM
	☐ AM	☐ PM
	☐ AM	☐ PM
	☐ AM	☐ PM
	☐ AM	☐ PM
	☐ AM	☐ PM
	☐ AM	☐ PM
	☐ AM	☐ PM

END OF SHIFT REVIEW

Completed By: _____

- ☐ All Areas, Gang Boxes, Trucks, & Equipment Locked and Secured
- ☐ Caution Signs / Barricades in Place
- ☐ Equipment / Material Properly Stored
- ☐ Locks Removed
- ☐ Permits Completed / Returned
- ☐ Work Area Cleaned & Organized

PRE-TASK PLANNING

Date: _____
Customer: _____
Job Name: _____
Job #: _____
Crew Leader: _____
Emergency Number: _____
Evacuation Point: _____
Eye Wash Location: _____
Severe Weather Shelter: _____
Person Completing Pre-Task: _____

20/20/20 Rule

Every 20 minutes, Take 20 seconds,
Look 20 feet around you

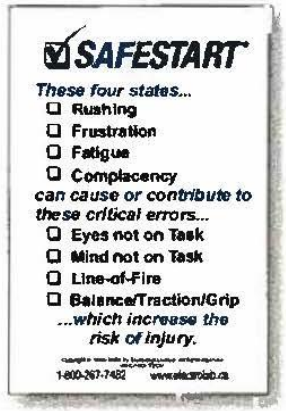
- ☐ Ensure lockout/tagout is verified before work commences
- ☐ Know where you are placing your hands

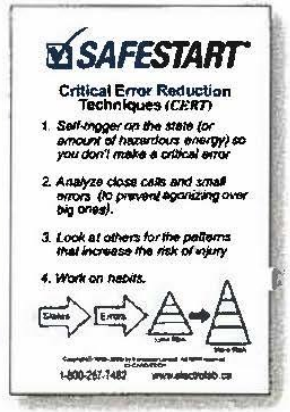
PM Review: _____ Date: _____

895 W 20th Avenue / **PO Box 2157** / Oshkosh, WI 54903-2157
920.235.3350 / FX 920.235.3419 / **crmeyer.com**

TASK

(Definition: One Task per Pre-Task Form completed by a supervisor.)





What state(s) will most likely be encountered during this task?

Review with crew after break & lunch ☐ Yes ☐ No

POTENTIAL HAZARDS

☐	Abrasions / Cuts	☐	Lead / Asbestos / Mold
☐	Access / Egress	☐	Line-of-Fire
☐	Balance / Traction / Grip	☐	Live Utilities
☐	Cave-in / Excavation	☐	Loud Noises
☐	Chemical Burn	☐	Material Handling
☐	Complacency	☐	Mind Not On Task
☐	Confined Space Entry	☐	Moving Machinery
☐	Cutting / Burning	☐	Overexertion
☐	Dropping Material / Tools	☐	Overhead Work
☐	Dust / Respiratory Exposure	☐	Particles in Eye
☐	Electrical Shock	☐	Pinch Points
☐	Eyes Not On Task	☐	Rushing
☐	Fall Greater than ___Ft.	☐	Silica Exposure
☐	Fatigue	☐	Fire / Explosion / Spill
☐	Sprains / Strains	☐	Frustration
☐	Hazards from Others	☐	Thermal Burn
☐	Heat / Cold Exposure	☐	Trips / Slips / Falls
☐	Walking / Working Surfaces	☐	Poor Housekeeping

What error(s) will most likely be encountered during this task?

Is there potential for silica dust? ☐ Yes ☐ No

HAZARD CONTROL OPTIONS

☐	Dust / Silica Control	☐	LO / TO Hazardous Energy
☐	Erect Barricades	☐	SDS Location / Review
☐	Evacuation Routes	☐	Gloves ANSI Lvl 4 / Class 0
☐	Life Vest	☐	Protective Suit / Boots
☐	Muster Points	☐	Air Monitor
☐	Face Shields / Goggles	☐	Proper Signage
☐	Fire Watch / Extinguisher	☐	Proper Sloping / Shoring
☐	Fire Blankets	☐	Rebar Protection
☐	GFCI	☐	Fall Protection / Inspected
☐	Guardrails	☐	Spotter Required
☐	Hearing Protection	☐	Toe Boards / Netting
☐	Rotate Employees' Tasks	☐	Inspect Tools / Rigging
☐	Rescue Equipment	☐	Ladders Tied Off & Inspected - 4:1 Ratio
☐	Traffic Flow		
☐	Periodic Housekeeping	☐	Ladder Access
☐	Mechanical Aid - Lifting	☐	Ventilation
☐	Respirators	☐	Lighting
☐	Inspect Equipment	☐	Concrete Scanning
☐	COVID / Virus Prevention	☐	Silica Table 1
☐	Fall Rescue Plan_____		

What CERTS can be used?_____

Have you planned for silica housekeeping? ☐ Yes ☐ No

Silica control plan been completed & reviewed? ☐ Yes ☐ No

Are dust controls present on tools / equipment? ☐ Yes ☐ No

1 - STEPS TO COMPLETE TASK

What steps will be completed?

A.

B.

C.

D.

E.

2 - HAZARDS

What hazards may be encountered for each step?

A.

B.

C.

D.

E.

3 - HAZARD CONTROLS

How will hazards be eliminated or controlled?

A.

B.

C.

D.

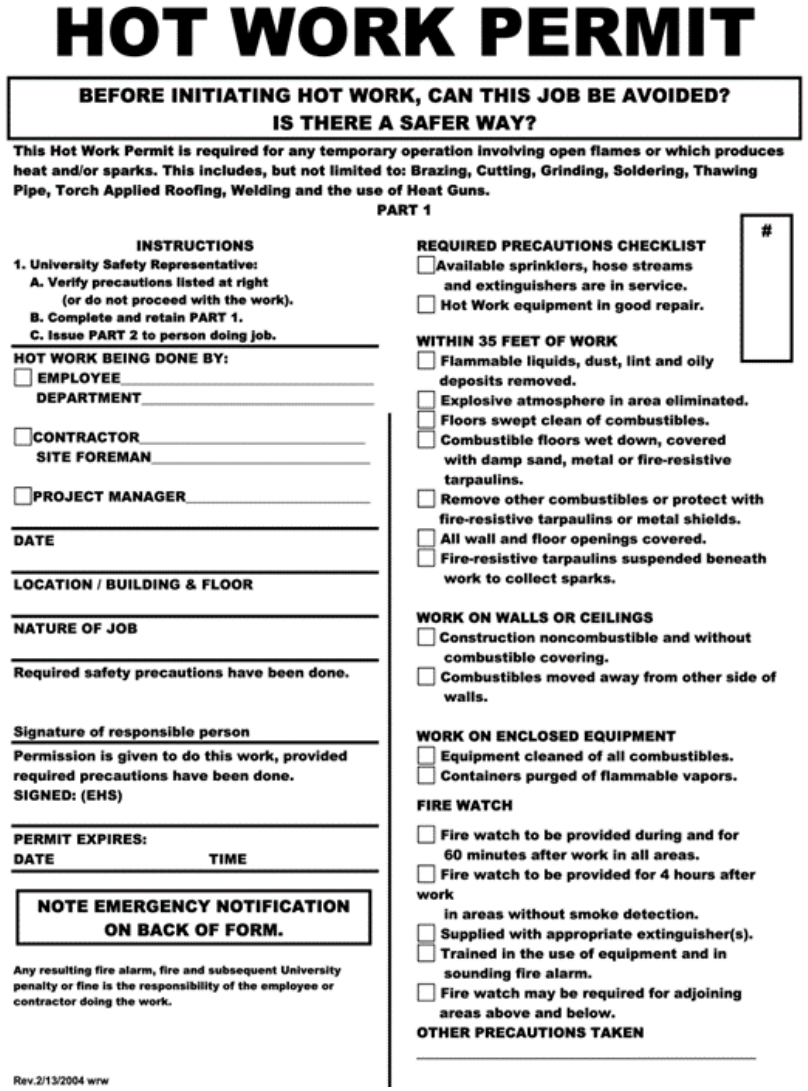
E.

Daily Operation Communication Strategies

- Pre-shift check in with customer rep.
  - Along with other contractors in the area
  - Attend a pre-task planning meetin
  - Any needs from either contractor

Daily Operation Communication Strategies

- Hot work
  - What do we need clear
  - Peer checks



HOT WORK PERMIT

BEFORE INITIATING HOT WORK, CAN THIS JOB BE AVOIDED?
IS THERE A SAFER WAY?

This Hot Work Permit is required for any temporary operation involving open flames or which produces heat and/or sparks. This includes, but not limited to: Brazing, Cutting, Grinding, Soldering, Thawing Pipe, Torch Applied Roofing, Welding and the use of Heat Guns.

PART 1

#

INSTRUCTIONS

1. University Safety Representative:
   A. Verify precautions listed at right (or do not proceed with the work).
   B. Complete and retain PART 1.
   C. Issue PART 2 to person doing job.

HOT WORK BEING DONE BY:

☐ EMPLOYEE_____
DEPARTMENT_____

☐ CONTRACTOR_____
SITE FOREMAN_____

☐ PROJECT MANAGER_____

DATE

LOCATION / BUILDING & FLOOR

NATURE OF JOB

Required safety precautions have been done.

Signature of responsible person

Permission is given to do this work, provided required precautions have been done.
SIGNED: (EHS)

PERMIT EXPIRES:
DATE TIME

NOTE EMERGENCY NOTIFICATION ON BACK OF FORM.

Any resulting fire alarm, fire and subsequent University penalty or fine is the responsibility of the employee or contractor doing the work.

Rev.2/13/2004 wrw

REQUIRED PRECAUTIONS CHECKLIST

☐ Available sprinklers, hose streams and extinguishers are in service.
☐ Hot Work equipment in good repair.

WITHIN 35 FEET OF WORK

☐ Flammable liquids, dust, lint and oily deposits removed.
☐ Explosive atmosphere in area eliminated.
☐ Floors swept clean of combustibles.
☐ Combustible floors wet down, covered with damp sand, metal or fire-resistive tarpaulins.
☐ Remove other combustibles or protect with fire-resistive tarpaulins or metal shields.
☐ All wall and floor openings covered.
☐ Fire-resistive tarpaulins suspended beneath work to collect sparks.

WORK ON WALLS OR CEILINGS

☐ Construction noncombustible and without combustible covering.
☐ Combustibles moved away from other side of walls.

WORK ON ENCLOSED EQUIPMENT

☐ Equipment cleaned of all combustibles.
☐ Containers purged of flammable vapors.

FIRE WATCH

☐ Fire watch to be provided during and for 60 minutes after work in all areas.
☐ Fire watch to be provided for 4 hours after work in areas without smoke detection.
☐ Supplied with appropriate extinguisher(s).
☐ Trained in the use of equipment and in sounding fire alarm.
☐ Fire watch may be required for adjoining areas above and below.

OTHER PRECAUTIONS TAKEN

Daily Operation Communication Strategies

- Simultaneous Operations (SIMOPS)
  - LOTO
    - Lock out coordinator
    - Multiple contractors
    - Check out and construction
  - Line Break / Process Safety Management
    - What differences exist?
    - A permit – each party is on the same page.

Daily Operation Communication Strategies

- Simultaneous Operations (SIMOPS)
  - Confined Spaces
    - Pre-entry meeting or huddle
    - Attendant vest color
    - Rescue team visit the space
    - Multiple contractors

Source: https://www.dreamstime.com/safety-meeting-confined-spaces-moana-new-zealand-october-officer-conducts-abandoned-oil-well-sending-workers-image106431085

Daily Operation Communication Strategies

- Simultaneous Operations (SIMOPS)
  - Over head crane use
    - Rail stops
    - LOTO of crane
    - Coordination meeting

Source: https://www.papnews.com/ds-smith-ambitious-upgrade-program-to-its-kraft-paper-mill-in-viana-portugal/

Post Job Review

Communication Strategies

Post Job Communication is Key

- What went well with safety and risk mitigation?
- What are the safety and risk opportunities?
  - Did we effectively capture any near misses or learning events?
  - What was our audit outcomes?
  - Where did our planning or communication not work as

PPSA Contractor Committee

PPSA Contractor Committee

- We want to hear from you.
- Contractor safety opportunities within industry we can collaborate on.
- Support the PPSA’s mission of bringing the industry home safe.
- Consider joining the committee or asking for some assistance from the committee.
- Reach out to a current member.

Contractor Committee Members

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Conclusion

- Thank you! Questions/Comments