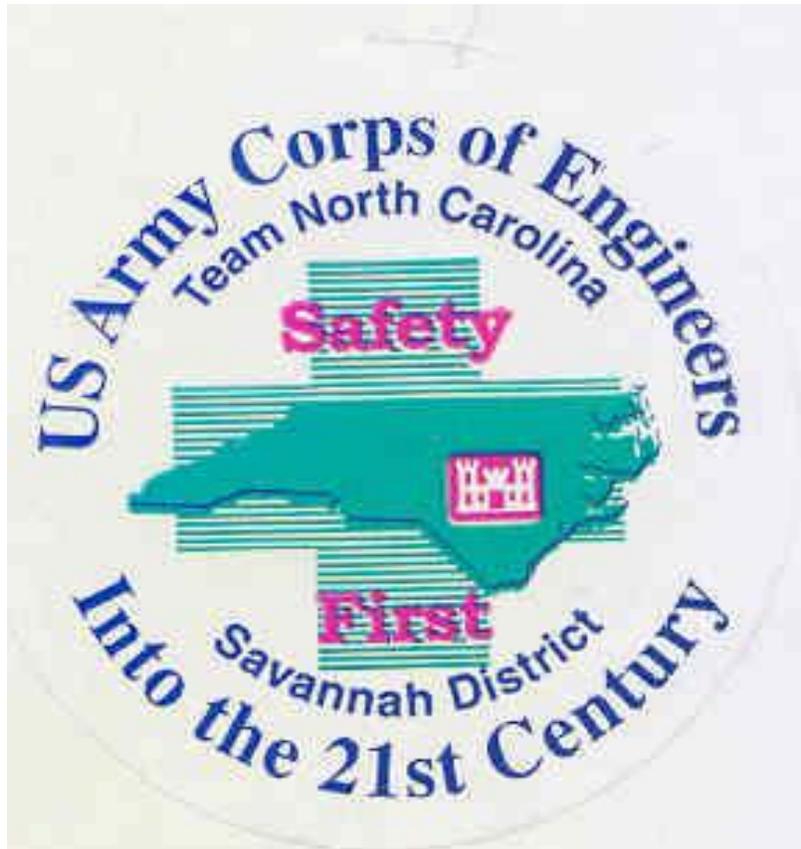


Safety Team



Manual

2005

A PERSONAL MESSAGE ON SAFETY...

TO THE NORTH CAROLINA SAFETY TEAM

CONGRATULATIONS! ! ! The North Carolina Safety Team comprised of government and contractor personnel has achieved an exceptional safety record. Since the inception of our Safety Into the 21st Century Program (SIT 21) our accident frequency rates have continued to decrease from .82 the first year to .18 in FY02! ! This remarkable decrease is evidence that your continued efforts are having a positive impact. Our ultimate goal of ZERO ACCIDENTS is very possible and is within reach.

The construction industry and the world environment have certainly continued to bring new challenges. New equipment, new construction techniques, more subcontracting, Design Build projects, fast track construction methods, higher security levels, more contracts being awarded, and other new hazards in the work place will require even more demands on everyone. You have proven with the SIT 21 Program that you can take on these challenges and continue to succeed safely.

Many may think the ultimate goal of ZERO ACCIDENTS is unreasonable and unobtainable. You are showing that, through a partnering atmosphere, the word is getting down to the worker level, where the accidents occur. Our ultimate goal is to increase the workers awareness of a safe working environment and to actively involve each worker with job site safety. Safety is every ones responsibility. In the first year, as our program was starting, we experienced 7 lost time accidents, in the next two years this number was reduced to 3 each year. The goal of ZERO ACCIDENTS on all construction projects is possible. It is the moral responsibility of all construction personnel at management and tradesman level to actively participate in creating the safest working environment as possible on our job sites. We need to put the extra push on to reduce our numbers again.

You have shown that the SIT 21 Safety Program is a cooperative government and contractor safety team effort that serves as a mechanism to honor the successes of our team members. We challenge each one of you to continue "walking your talk", partnering on safety with contractors, subcontractors and government personnel, and increasing your safety awareness so that we will meet our challenge of ZERO ACCIDENTS

Kenneth F Gray, PE
Area Engineer
Fort Bragg Area Office

Robert L Cagle III, PE
Area Engineer
Air Force and Special Operations

SAFETY INTO THE 21ST CENTURY OBJECTIVES

1. Actively share ideas and successes.
2. Promote teamwork with contractors to improve construction safety.
3. Promote safety performance through training.
4. Develop teams of safety expertise.

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SECTION 1.0

PROGRAM DESCRIPTION

The ideals of the SAFETY INTO THE 21ST CENTURY Program are to recognize the superior safety efforts being made in this District, and to continue to build upon the Partnering spirit to improve safety trends. SAFETY INTO THE 21ST CENTURY in its purest definition means to honor or observe in some special way those Team Members who, through their accomplishments, provided freedom from dangers or hazards in the work place.

The program revolves around raising the awareness of Safety at all levels and involvement of the North Carolina Team, which is comprised of government and contractor personnel. This program develops a Safety Award System to recognize outstanding efforts and initiatives being made on our project sites throughout the North Carolina area.

The Safety Review Board (SRB) is a key ingredient of the SAFETY INTO THE 21ST CENTURY Program. This Safety Review Board will be responsible for developing new initiatives, disseminating information of safety issues, and choosing winners for the Safety Awards. This program is further detailed in SECTION 2.

Awards are given to deserving projects throughout the to reward those with outstanding Safety accomplishments. SECTIONS 3.

It is extremely important that the efforts being made to provide a safe working environment at the project site, and our responsible Team Members are being recognized. Public Affairs will be involved to provide the needed recognition for those Government and Contractor Team Members who are doing a great job in providing a safe work place. Details of this plan for PAO can be found in SECTION 4.

This program also encourages teams to conduct reviews between the various offices. These teams provide an avenue by which the various field offices can exchange information concerning project safety. These exchanges increase Safety awareness and provide a vehicle in which ideas can be passed throughout the North Carolina area. This program is further detailed in SECTION 5.

The SAFETY INTO THE 21ST CENTURY Program will continue to grow and prosper through new ideas submitted by you. The Safety Review Board is always seeking ways to develop these new ideas and to incorporate them into the program. The program is ours to improve efforts in the Safety field and to continue to recognize the outstanding efforts that are being made in the North Carolina area.

SECTION 2.0

SAFETY REVIEW BOARD

1. The purpose of this section is to define the guidelines for the Safety Review Board. The Safety Review Board is established as the action committee and is dedicated to keeping the momentum of the SAFETY INTO THE 21ST CENTURY Program going. Its purpose is to keep new initiatives working, to develop new ideas and programs, and to improve the Safety Program in the North Carolina area.
2. **RESPONSIBILITIES:**
 - a. Area Engineers will:
 - (1) Provide any necessary support or guidance to this Board as required.
 - (2) Provide adequate funding for the Board as needed.
 - b. AE/RE will provide support for the SRB by allowing Team Members to participate on the SRB.
 - c. Safety Review Board will:
 - (1) Review accidents and examine corrective actions.
 - (2) Provide guidance to the Safety Review Teams.
 - (3) Choose quarterly and yearly Safety Award winners from nominated projects.
 - (4) Appoint working groups and action committees for development of specific safety requirements.
 - (5) Maintain minutes of meetings, action items, initiatives and status of the above.
 - (6) Provide continued momentum for SAFETY INTO THE 21ST CENTURY Program and a vision for future safety initiatives.

3. PROCEDURES:

a. Organization

(1) The makeup of the Board for Safety Year 2005 will be as follows:

RE	Ramon Sundquist - Rotates Annually
FOA	Melissa Samuels - Rotates Annually
QAR or PE	John Loper (10/06) - CD-BR
QAR or PE	Jeremy Wilson (10/07)- CD-BRB
QAR or PE	Joe Ortiz (10/07) - CD-BRC
QAR or PE	Paul Cudney (10/07) - CD-PS
QAR or PE	Greg Beers (10/06) - CD-PSP
QAR or PE	Tim Lamb (10/06) - CD-PSJ
Safety Rep	- Safety Office, Savannah

The Safety Representative will act as a technical advisor.

- (2) The SRB will meet on a quarterly basis on the last Wednesday of the first month of the quarter, in the Fort Bragg Officer's Club at 1200 hrs. The Chairman will reserve the right to call additional meetings as required.
- (3) Each individual will serve for a two-year period. Additional personnel will be added at the discretion of the SRB Chairman. Members of the Board will be rotated after the conclusion of their two-year periods.
- (4) Solicitation for new members will be coordinated by the SRB through the Area Engineers.
- (5) Selections of the new members will be made by the SRB Chairman in consultation with the Area Engineers.

b. Award Selection

- (1) Selection of the SAFETY INTO THE 21ST CENTURY Annual and Quarterly Awards will be determined by the SRB.
- (2) Members of the SRB with nominated projects will not be allowed to vote in categories in which their own project may be nominated.
- (3) The Chairman and the SRB will thoroughly review each nomination to ensure that each meets the minimum requirements. Decisions will be based on the votes of the SRB.
- (4) After selection of Quarterly Award and Yearly Award winners, arrangements will be made to assure that certificates and other means of recognition are coordinated.

(5) Further details on Awards Program can be found in Section 3.0 and 3.1.

c. The SRB will be responsible for reviewing accidents. SECTION 2.1.

4. GOALS AND OBJECTIVES OF THE SRB:

- (1) Recommend to the Chief, Construction Division the formulation of District special action groups to work on critical items. (Examples would be safety training program, a safety training seminar.)
- (2) Continue the innovation and momentum of the SAFETY INTO THE 21ST CENTURY Program. Make any necessary changes to make the program more interesting and challenging to everyone involved.
- (3) Focus on the ultimate objective of providing the safest workplace for our Team Members and our contractors.
- (4) Publish a Safety Information Bulletin.

SECTION 2.1

ACCIDENT REVIEW PROCEDURES

1. The purpose is to define the Safety Review Board guidelines for reporting and reviewing accidents. Accident reports provide valuable information on safety awareness indicators and trends.
2. **RESPONSIBILITIES:**
 - a. Area Engineers will be responsible for ensuring the procedures outlined in this SOP are properly supported.
 - b. Area/Resident Engineers:
 - (1) Will be responsible for supporting the procedures outlined in this report.
 - (2) Will ensure accidents and mishaps occurring in their areas of responsibility are reported.
 - c. Chairman, Safety Review Board:
 - (1) Will be responsible for appointing members of Safety Review Boards to investigate and analyze accidents.
 - (2) Will consolidate and disseminate any lessons learned from the accident.
3. **PROCEDURES:**
 - a. The Area or Resident Engineer will complete an Accident Investigation Report, ENG Form 3394, when an accident occurs and will send a copy to the Chairman of the Safety Review Board.
 - b. The Board will review accidents at the next quarterly Safety Review Board meeting and provide feedback as necessary.
 - c. All members of the SRB will use special precautions to ensure that the privacy of the individuals involved in these accidents and mishaps is protected as required by the Privacy Act.

SECTION 2.2

INFORMATION PROCESSING

1. The purpose is to define the guidelines for the processing of information by the SRB. The policy of the SRB will be to seek out and to publish safety information, which will enhance the level of Safety awareness and/or provide useful knowledge of safety education to all Construction Team Members.

2. RESPONSIBILITIES:

- a. Area Engineers will be responsible for adequate support for the SRB in processing information to include funding.
- b. Safety Review Board
 - (1) Will be responsible for consolidation, dissemination, and publication of a Safety Information Bulletin for the Team Members.
 - (2) Will solicit information from other offices and sources for input to the information bulletin.
 - (3) Will be responsible for the assembly and content of those bulletins.

3. PROCEDURES:

- a. SRB will solicit information for inclusion into the Construction Safety Bulletin from available sources to include:

- Safety
- Field Offices
- Construction Division
- Safety Review Teams
- OSHA Visits
- CD QA team and SO visits

- b. The SRB will publish the safety bulletins as suitable information becomes available.
- c. The SRB quarterly Safety Bulletin will contain pertinent information from quarterly meeting to include:

- (1) Award announcements
- (2) Accident reviews
- (3) Training information
- (4) Safety Review Team highlights
- (5) Additional safety information

SECTION 3.0

SAFETY AWARDS PROGRAM

1. The purpose is to recognize and reward accomplishments by North Carolina Team Members (Government and Contractor) in the area of Safety at the local level. It is the policy of SAFETY INTO THE 21ST CENTURY to reward the safe performance of contract work by creating a Team atmosphere and by emphasizing the positive achievements of our personnel and contractors in the area of Safety Management.

2. RESPONSIBILITIES:

- a. The RE will be responsible for insuring the adequacy of the documentation required for submission of awards and nominating projects to the SRB for considerations as SIT 21 Award winners.
- b. The PE or QAR will be responsible for submitting a contractor recommendation for an award.
- c. The RE will be responsible for choosing the Resident Office winners from the nominated contractors.
- d. The PE or QAR will be responsible for insuring that the contractor being nominated meets the minimum criteria.
- e. The SRB will be responsible for choosing the Quarterly Award winners.
- f. The SRB will be responsible for choosing the Annual Award winners.

3. PROCEDURES:

- a. Award Submission
 - (1) A PE/QAR may submit a contractor recommendation for consideration for safety awards to the RE.
 - (2) Documentation and eligibility requirements are shown on attached Award Submission Form.
 - (3) RE's may submit 1 project per category per quarter.
 - (4) Submissions may be made as often as desired. Winners are chosen on a quarterly basis. The quarters are:
 - (1) First Quarter - October - December
 - (2) Second Quarter - January - March
 - (3) Third Quarter - April - June

(4) Fourth Quarter - July - September

(5) To be considered for an award, submissions should be made within 15 days after the end of the respective quarter.

(6) Prime contractor shall nominate subcontractor's for safety award

b. Selection of Award Winners

(1) SRB will consolidate nominations and choose local winners.

(2) RE will recognize all nominees by official correspondence (see SAMPLE LETTER 1).

(3) RE will submit to the SRB on a quarterly basis the award winners for each category applicable. Minimum documentation requirements are the Award Submission Form.

(4) The SRB will recognize Quarterly Award winners in the following manner:

(a) The nominating PE/QAR will receive a certificate for a cash award in the amount of \$75, and a certificate of achievement.

(b) The winning contractor will receive a letter, and a certificate.

(c) The District Public Affairs, Safety and Construction Division offices will be notified of the quarterly winners.

(5) The decision of the SRB will be made within 1 month from end of quarter.

c. Selection of Annual Awards:

(1) The SRB, RE/AE's will choose the Annual Award winners. This selection will be made from the Quarterly Award winners in each category.

(2) The SRB will recognize Annual Winners in the following manner:

(a) The nominating PE/QAR will receive a certificate.

(b) The winning contractors will receive a letter, which will be presented to them at the Safety lunch.

(3) Public Affairs will be notified of the Annual Award Winners. (See Section 4.0)

d. Awards luncheons will be the 2nd Wednesday of February, May, August and November (Annual).

SIT21 AWARD SUBMISSION FORM

CATEGORY: SMALL (< \$2M) MEDIUM (\$2-10M) LARGE (\$10-50M) SUPERSIZE (50M>) Circle One

CONTRACTOR:

CONTRACT NO:

CONTRACT TITLE:

ORIGINAL CONTRACT AMOUNT:

MINIMUM ELIGIBILITY REQUIREMENTS:

- Contractor's frequency rate must be less than CD's goal.
- All Safety items required by the contract must be performed satisfactorily (Safety Plan, Activity Hazard Analysis, Tool-box Meetings, Safety documentation on file).

SUBMISSION JUSTIFICATION: (attach sheet)

- a. Contractor's actual frequency rate, man-hours, percent complete.
- b. Complexity and hazards associated with the work.
- c. Innovation in Safety Program.
- d. Subcontractor involvement in Safety Program.
- e. Innovation in training.
- f. Contractor's enforcement policy and its effect.
- g. Management involvement and participation.
- h. Employee involvement and participation.
- i. Incentive programs.

NAME: _____

SIGNATURE

DATE OF SUBMISSION _____

RESIDENT ENGINEER'S ENDORSEMENT: _____

SIGNATURE

SIT21 AWARD SUBCONTRACTOR SUBMISSION FORM

CONTRACTOR:

CONTRACT NO:

CONTRACT TITLE:

ORIGINAL CONTRACT AMOUNT:

MINIMUM ELIGIBILITY REQUIREMENTS:

- Contractor's frequency rate must be less than CD's goal.
- All Safety items required by the contract must be performed satisfactorily (Safety Plan, Activity Hazard Analysis, Tool-box Meetings, Safety documentation on file).

SUBMISSION JUSTIFICATION: (attach sheet)

- j. Contractor's actual frequency rate, man-hours, percent complete.
- k. Complexity and hazards associated with the work.
- l. Innovation in Safety Program.
- m. Subcontractor involvement in Safety Program.
- n. Innovation in training.
- o. Contractor's enforcement policy and its effect.
- p. Management involvement and participation.
- q. Employee involvement and participation.
- r. Incentive programs.

NAME: _____

SIGNATURE

DATE OF SUBMISSION _____

SAMPLE LETTER 1

DATE

Area/Resident Engineer

SUBJECT: Recognition of Achievements in Safety Management

Contractor
Contractor's Address
City, State Zip

Gentlemen:

Reference is made to Contract DACA21 _____, and specifically to your contract work performed during the period _____ through _____.

You have been nominated for consideration as a local award winner for your safe performance of contract work. The Corps of Engineers recognizes that providing a safe work place for craftsmen, contractor personnel, and Government personnel is a constant challenge that requires considerable attention and effort. Your efforts (expand upon this as required) in the area of Safety Management are greatly appreciated.

Once again, thank you, and keep up the good work!

Sincerely,

Signature Block
Area Engineer/Resident Engineer

cc: Bonding Company
Insurance Company
Home/Field Office

SAMPLE LETTER 2

DATE

Area/Resident Engineer

SUBJECT: Safety Award Winners

The Castle
The Press' Address
City, State Zip

Gentlemen:

The North Carolina Corps of Engineers _____ Area Office officially recognized several/(one) of their contractor/s for achievements in the area of jobsite safety.

Recognized for the accomplishments were:

- ABC Construction Company, Anytown USA, for their safe work on the _____ Project at _____.

The contractors were awarded a Certificate of Appreciation by Area Engineer_____. Pictured below are _____, Project Manager, ABC Construction Company, _____, Corps of Engineers Project Engineer, and _____, Corps of Engineers Area Engineer.

Sincerely,

Signature Block
Area/Resident Engineer

SECTION 3.1

SPECIAL SAFETY INTO THE 21ST CENTURY AWARDS

1. The purpose is to recognize and reward special accomplishments by North Carolina Safety Team Members (Government and Contractor) in the area of safety management.
2. It is the policy of SAFETY INTO THE 21ST CENTURY to reward Team Members (Contractor and Government) for their achievements in the area of safety management.
3. Special Award Categories:

a. ZERO ACCIDENT AWARD

- (1) The purpose of the Zero Accident Award is to recognize contractors who are deemed worthy by the Resident Engineers and have attained the goal of zero accidents on a completed project.
- (2) Qualifications: The minimum requirements to be eligible for the Zero Accident Award are:
 - (a) Projects/contracts are to be completed during the FY.
 - (b) Attained the goal of zero reportable accidents.
 - (c) To have actively pursued a commendable safety program during the life of the project.

The award will be in the form of a Certificate of Achievement suitable for framing that celebrates the safe completion of the project.

- (3) Nominations and Recognition: Nominations are made by simply completing the submission form and forwarding to the chairman of SAFETY INTO THE 21ST CENTURY. The SRB will handle all processing and will return the certificate to the Resident Engineer along with a letter of transmittal. Copies of the letter and certificate will be provided for forwarding to the Contractor's Surety and Insurance carriers.

b. MILLION MAN-HOUR CLUB

- (1) The Million Man-Hour Club was developed for the purpose of recognizing North Carolina Offices and Contractors that perform over one million man-hours of work with ZERO ACCIDENTS. This is an exclusive club whose membership is only granted to those whose safety training, initiative, enthusiasm and dedication have been brought to the forefront to create and maintain a safe working environment which resulted in zero accidents.
- (2) Qualifications:
 - (a) Accumulate 1 million consecutive man-hours on one contract with zero accidents.
 - (b) Complete consecutive multiple projects with zero accidents whose total man-hours exceed 1 million.
- (3) Eligibility:
 - (a) Only contracts administered by offices in North Carolina qualify.
 - (b) Contractors and Area/Resident offices are eligible.
- (4) Selection and Recognition:

The SRB will review safety statistics provided by the Safety Office periodically to ascertain achievement of club status. Those reaching this level of achievement will be recognized with a plaque, a letter, and their name added to the Million-Man-Hour Club plaque that is permanently on display at the Area Office.

c. THE "LUCKY DOG" AWARD

- (1) Purpose: To celebrate the prevention of an accident or property damage during an accident by following proper safety procedures. The award is open to Contractor and Government personnel collectively or individually. The award will not be presented to those who were lucky and not injured, but to those who created their good luck by following proper safety practices to eliminate or lessen injury and damage when an incident occurred.
- (2) Submittal: A nomination can be submitted by any Team Member working on a construction project within North Carolina. Submissions will be in writing and will be forwarded through the Resident Office to the SRB. The nomination will clearly state the conditions, the preventative measure taken prior to the incident and how following proper safety practices clearly prevented or lessened injury or damage when an incident occurred.

- (3) Selection: The SRB will review and investigate all nominations to assure proper safety procedures were applied before, during, and after an incident and will approve winners from those submitted to receive this award.
- (4) Awards: The SRB will present a "Lucky Dog" award to the selected winners. The winners will be invited to the 4th quarter Safety lunch and duly recognized.

TO: Chairman, Safety Review Board

DATE:

Subject: ZERO ACCIDENT AWARD, INFORMATION SHEET

1. Contractor:
2. Contract Number:

3. Contract Name:
4. Location:
5. Date of Physical Completion of Project:
6. Contract Amount:

7. Total Man-hours:

8. Nominating Office:

9. Contractor's Supt:

 Chief of Safety:

10. Contractor's mailing address:

11. Surety's Address:

12. Insurance Company's name and address:

Project Engineer Signature

Resident Engineer Signature

Area Engineer Signature

SECTION 4.0

PUBLIC AFFAIRS INTERFACE

1. The purpose is to detail the involvement and support required by Public Affairs in the Safety Awards process.
2. **RESPONSIBILITIES:**
 - a. The SRB will be responsible for notification to PAO concerning all award winners.
 - b. The SRB will be responsible for coordination with PAO to achieve proper coverage of quarterly safety lunches.
 - c. PAO will be responsible for press releases concerning Award.
3. **PROCEDURES:**
 - a. The SRB will notify PAO concerning Safety award winners. The SRB will coordinate with PAO as to content and dispersion of press releases. **The Team Concept should always be stressed**, especially the relationship among contractor, customer, and COE Team Members.
 - b. The SRB will insure PAO coverage of the quarterly safety lunches.
 - c. The PAO will provide press releases concerning the Safety Awards Program. Distribution to local newspaper, facility newspapers, and other media will be coordinated with the REs and the SRB.

SECTION 5.0

SAFETY REVIEW TEAMS

1. The purpose is to define the guidelines for the initiation of teams to conduct safety reviews of projects between the various North Carolina offices. These Safety Review Teams are designed to improve the transfer of ideas on Safety. They will provide a positive benefit to Safety awareness, as they are an important internal team-building measure.

2. RESPONSIBILITIES:

a. SRB

- (1) Will be responsible for the coordination with offices to determine appropriate times for Team interchange.
- (2) Will select Team Members to perform reviews at designated office.
- (3) Will compile and disseminate information of value from all reviews to the field.
- (4) Will make any changes to the Safety Review Teams procedures as required.
- (5) Designate the offices to exchange representatives, designate SRT members and determine survey schedules.

b. Safety Review Teams (SRT):

- (1) Will be responsible for reviewing jobsite Safety conditions at designated project sites.
- (2) Will provide verbal and/or written feedback to the RE on any findings.
- (3) Will report to the Safety Review Board detailing trip made and highlighting outstanding projects/initiatives.

3. PROCEDURES:

- a. Area/Resident offices will provide representatives.
- b. Two to three representatives, depending on the number of projects to be reviewed, will be utilized. Different Team Members will be used to provide ideas and information exchange between offices.
- c. Dates of reviews will be coordinated between the SRB and the Area/Resident Engineers.

- d. SRT's will spend appropriate time in reviewing project Safety conditions and appropriate plans. The results of these reviews will be out briefed to the Area/Resident Engineer upon departure.
- e. SRT will report to the Safety Review Board any noteworthy events regarding the trip.
- f. The Safety Review Board will compile and disseminate information of value.

SECTION 6.0

ABBREVIATIONS AND ACRONYMS

SRB - Safety Review Board

SRT - Safety Review Teams

AE/RE - Area Engineer/Resident Engineer

AE - Area Engineer

RE - Resident Engineer

PM - Project Manager

PE - Project Engineer

QAR - Quality Assurance Representative

PAO - Public Affairs Office

COE - Corps of Engineers