

Safety

As a LEADER of your operation and work area, your personal commitment to upholding the core values associated with the Health and Safety of your employees is expected. Your personal behavior is to ensure the promotion and compliance of the safety culture throughout your operations. You must lead by example and ensure the health and safety is part of every activity.

1.1 MINIMUM EXPECTATIONS FOR OUR FOREMAN:

1. Safety Leadership Top 10

- a. Lead by setting the example through your words and actions.
- b. Set Expectations for safety and then consistently hold everyone accountable.
- c. Make it personal, get to know your crew and make safety personal with them.
- d. Have a plan and an Operations Start Card for every operation and recognize when conditions change. Use your Stop Work Responsibility.
- e. Know the capabilities of your team and put them where they will succeed.
- f. Identify and provide your team the proper training, tools, PPE and gear to do their job safely.
- g. Involve your crew in planning the work.
- h. Ensure all operations with Life-Changing Categories have your full attention.
- i. Plan your access and keep housekeeping extreme.
- j. Support the Craft Voice in Safety (CVIS) program and ensure your people are given the time they need to be involved.

2. Onboarding and Training

- a. Support and follow project mentor programs (Short Service Employee) with new employees until their capabilities are known.
- b. Educate your crew on all safety rules and best practices.
- c. Assure your crew has the necessary training (operator, rigger, fall protection, confined space, LOTO)

3. Involvement and leader for safety planning (proactive vs. reactive)

- a. Review installation work package with your Superintendent, discuss all safety hazards and mitigations.
- b. Communicate work package and plan with the crew.
- c. Develop a solid daily plan with your Superintendent and identify all hazards (in detail) with mitigations.

- d. Have a plan “B” and know the hazards.
- e. Utilize the LSA Safeguard “Visual Reference Guide” in your planning and communication with crew.

4. Daily execution

- a. Develop a detailed pre-shift meeting plan and discussion points – crew involvement (to the point and efficient 10 minutes – do not let drag on)
- b. Energetic stretch and flex
- c. Know the condition of the work area before sending people to work, have the area clean with proper access.
- d. Discuss LSA categories and proper safeguards related to the daily tasks.
- e. Ensure all mitigations from daily plan are in place when signing start cards in the morning.
- f. Give precise work instructions and follow-up with team to verify (Trust but Verify).
- g. Put the right people on the task.
- h. Check in with each person during the morning meeting to ensure they are fit for duty.
- i. Ensure Extreme Housekeeping in every aspect of work (equipment, gang box, work areas)
- j. Verify all tools and equipment is properly inspected prior to use.
- k. Participate in crew LSA Safeguard discussions throughout the shift and ensure safeguards in-place before they begin a task.
- l. Recognize change and address it. Be sure to promote Stop Work Responsibility when the task changes and the work needs to be replanned.
- m. Communicate with other supervisors if you have adjacent operations (SIMOPS).

5. CVIS and Foreman Program

- a. Active participation in the CVIS program and communication of findings.
- b. If a CVIS member is in your crew, be sure to engage them in the pre-shift meetings.
- c. Promote the completion of observations by all crew members and lead by example.
- d. Attend and actively participate in the weekly foreman’s meeting.



Think!
SAFETY
BEGINS WITH ME

QUALITY

“Build it Right the First Time”, this is not just a saying on the wall, this is built into our core values and culture. We commit to excellence in all we do with a focus on quality and continuous improvement. We build our work right the first time and meet or exceed client expectations. Seek to be the best in everything you do.

2.1 MINIMUM EXPECTATIONS FOR FOREMAN:

1. Planning for Quality

- a. Support the project quality plan.
- b. Know the quality requirements and acceptance criteria for each work activity.
- c. Identify activities that have hold points and/or be signed off.
- d. Know who is responsible to complete and verify the checklists (field Engineer, Foreman, Superintendent, 3rd Party, etc.)
- e. Develop plans to meet or exceed required tolerances.
- f. Verify all drawings and documents are the correct and latest revision using the QR code or document list.

2. Training and Development

- a. Ensure that you have qualified/certified/licensed craftsmen as required.
- b. Utilize the ITP to train crew on quality requirements.
- c. Have a plan and provider quality training topics at pre-shift meetings.
- d. Weekly communication with crew on any quality incidents and reporting stats.

3. Quality Execution

- a. Ensure that you and your crew understand the quality requirements for each work activity and produce work that meets those requirements.
- b. Have required check sheets available during operations and ensure they get completed and turned in.
- c. Verify and inspect work as you proceed to confirm it meets quality expectations.
- d. Ensure material is stored properly before installation (indoor, temperature controls, covering, end caps, off the ground, etc.)
- e. Identify, correct, document, and report all rework.
- f. Cooperate and communicate all quality issues to supervisors.
- g. 100% complete work as you go, do not leave any punch list items.

PEOPLE AND EQUIPMENT

“POWERED BY PEOPLE”, this is not just a plaque on the wall, these are words the company lives by that guide our daily decisions. TIC builds upon its unique culture, creating opportunities for people to excel.

3.1 MINIMUM EXPECTATIONS FOR FOREMAN:

1. Core Values

- a. **People** – We care for the well-being of our people and help them grow in their ability to be successful.
- b. **Integrity** – We conduct our business to the highest ethical standards and take responsibility for our actions.
- c. **Excellence** – We commit to excellence in all we do with a focus on quality and continuous improvements.
- d. **Stewardship** – We preserve Kiewit’s unique culture to build stronger organization for future generations of employees.

2. Training and Development

- a. Be proactive in your own training so that you can better train and support others.
- b. Make sure your employees are properly designated and trained for their roles.
- c. Communicate and provide feedback to all employees (this is most powerful when this is open for a two-way conversation).
- d. Mentor, coach, train and develop.
- e. Do not tolerate any form of harassment or prejudice. Escalate issues to supervisor.
- f. Promote a respectful and professional work environment.
- g. Coordinate crew hiring / layoffs with supervisor.
- h. Ensure crews implement and respect environmental control measures.

3. Equipment

- a. Ensure equipment is operated by a trained and qualified operator.
- b. Communicate equipment needs in your schedule and plans.
- c. Check equipment for leaks and maintenance needs, proper utilization, and operator technique.
- d. DVI (Daily Visual Inspection) completed on equipment prior to use.
- e. Adhere to company mobile device guidelines in Acceptable Use Policy.
- f. Protect and take care of mobile devices. Charge device daily, make sure devices are secured when not in use, and report any issues with device to supervisors immediately.

Planning and Cost vs Budget

Building work at the lowest cost is fundamental for our continued success. As a FOREMAN, you have the most influence on your crew's labor management, weekly and daily plans, and production by daily installed quantities. In construction, labor is by far the most valued and costly resource on project's total cost. Set your crew up to win, keep your and your crew's attitude and morale high with the correct crew mix. Don't get overmanned (small, efficient crews). Communicate plans and goals daily and follow up to assess if they are meeting or beating the plan. Take appropriate action to adjust your crew's work process to support meeting or beating your plan. We simply cannot lose our discipline of managing costs and building work in the most efficient way possible.

4.1 MINIMUM EXPECTATIONS FOR OUR FOREMAN:

1. Involvement and leader of your weekly and daily plans (proactive vs. reactive)

- a. Participate in creating and have input into the 4-week lookahead schedule and installation work packages.
- b. Always know and keep focused on the critical path activities and don't let them slip.
- c. Set up your crew to win by completing an accurate 1-week schedule from the Superintendents 4-week schedule and work packages.
- d. Have a plan "B" on your schedule when things don't go as planned.
- e. Know and communicate the installation work packages with your crews.

2. Daily Plans

- a. Know what your crew is doing tomorrow, have a well thought out daily plan completed the day before.
- b. Have tasks assigned to everyone on your crew to stay efficient and productive.
- c. Know the tools you need and have them ready.
- d. Have the proper equipment scheduled for tomorrow's shift and in place ready for start of work.
- e. Review your crews access to the work area (man-lifts, scaffold, etc.) and have it ready to go to work.
- f. Correct and accurate amount of materials are staged ready to go to work.
- g. Clearly communicate the daily plan and goals at your pre-shift (gang box) meeting.
- h. Be prepared with your plan "B" and communicate it with the crew.
- i. Take appropriate action to adjust your crew's work process to support meeting or beating your plan.

3. Productivity and Cost

- a. Know how to read and fully utilize the productivity report.
- b. Know your daily quantity goals for each work activity and communicate the goals to the crew and get their buy in.
- c. Know the hours for each scope of work.
- d. Starts and stops are costly, make sure your crew starts work on time and stops at the right time.
- e. Know your crew composite rate to manage proper crew makeup and overtime factor.
- f. Accurately complete your Daily Plan timesheet with correct hours and codes.
- g. Accurately progress your daily installed quantities and communicate with your field engineer.
- h. Know and keep your Productivity Factor (PF) and Labor Efficiency Index (LEI) above a 1.0.

4. Schedule

- a. Participate and have input into the Superintendent look ahead schedule.
- b. Set up your crew to win by completing an accurate one-week schedule (man-loaded) each week that is based on the Superintendent look ahead schedule and work packages.
- c. Identify and verify material needs to support 1-week schedule.
- d. Utilize your one-week schedule to make daily plans.
- e. Share the information with your crew and status your schedule based on work complete. Assess if they are meeting or beating the plan.
- f. Take appropriate action to adjust your crew's work process to support meeting or beating your plan.
- g. Always know and keep focused on critical schedule activities.

LEADER DEVELOPMENT

Great leaders do not establish fear in people or rob their self-worth, they draw near to them because they trust their vision through their work. Effective foreman are a trainer and coach, motivator, counselor, disciplinarian, and an evaluator.

5.1 MINIMUM EXPECTATIONS FOR OUR FOREMAN:

1. Your role as Foreman – leadership and ownership of your operation

- a. You must have leadership presence and “lead” your team – they are looking to you as their leader.
- b. You are our image and reputation representing yourself, your team, and the company.
- c. You are the “Tone-setter” for your team.
 - Your arrival time at work sets the tone for your crew.
 - A well planned and communicated toolbox discussion is a strong start for the day (well planned, to the point, and efficient – don’t allow “feet dragging”).
 - Communicate well defined roles and responsibilities for each crew member.
 - Communicate simple and clear goals for your production expectations.
 - Understand your own “emotional intelligence” and how it affects everyone.
 - Have composure and confidence during stressful situations – your team is watching and need a composed, confident leader.
 - Know your employees – this will help you keep them safe and have a strong working relationship.
 - Listen to your team and get their perspective on the operation.
 - Provide for open and honest communications.
 - Consistent disciplinary actions (if required) for employees.
 - Adherence to project PTO, tardiness, safety, consultations and no-show policies
 - Safety and performance recognition (this is powerful).
 - When issues arise, attack the problem, not the person.