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**Western Canada Marine Yard  
SITE SPECIFIC SAFETY PLAN**

*Minimum standards for your project's safety plan*



## Standard Operation Procedure: **SITE SPECIFIC SAFETY PLAN**

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## 1.0 NOBODY GETS HURT

We are committed to the safety of our employees, those involved with our projects, our clients, and the public. Our #1 goal is nobody gets hurt and most importantly zero fatalities. It's everyone's responsibility to promote a safety-first mentality and culture.

This Project Site Specific Safety Plan (SSSP) is an integral component of Kiewit's overall Safety Management Playbook. This guide provides an outline of the minimum standards that must be included in your project's SSSP, but the following should always be kept in mind when building your safety plan:

- Project leaders play a big role in our safety culture which must be embedded throughout the job team. As project leaders you will build a safety first culture by setting expectations, building structure, teaching others and most importantly leading by example.
- Each employee — regardless of job or location — has the responsibility to speak up when they see anything that causes a safety concern.
- When it comes to protecting our employees, collaboration between our craft and staff is expected and necessary to prevent safety incidents.
- And finally, having the right structure, tools and processes in place as identified in this SSSP is the first step to set your project up for safety success.

For questions about building your project's SSSP, contact your district safety manager or regional safety operations director.



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## 2.0 PROACTIVE PLANNING

### 2.1 SAFETY RISK FORECAST

[Safety Risk Forecast](#) will be used by district leadership, project leadership and the Ops Safety Director, to review during the “get of jail” meeting. It identifies which Regions, Districts, and Projects possess the greatest risk, which features are driving increased risk and out of those it will help identify which are actionable and what direction and magnitude of change would result in reduced risk. Based on actionable risk drivers, prescribe possible next steps based on feedback from operational and safety leadership. If injury is to occur, which discipline, craft or work type poses the greatest risk.

### 2.2 HISTORICAL INCIDENT TRENDS

[Historical Incident Trends](#) should be used by Frontline supervisors during work planning and JHA phases to communicate to your team “this happened to us” and eliminate learning the same lessons.

Instructions to install the PowerBI App on your mobile device can be [found here](#).

## 3.0 ORIENTATION

The safety orientation is an excellent way to get new hires and people that are new to the jobsite on board, shape their safety attitudes, and bring them up to speed on our policies and programs. It's the first official opportunity to educate them on our expectations and the importance of safety.



## 3.1 ORIENTATION BASICS

1. Orientation attendees must include **ALL** employees new to the project, including all subcontractors.
  - a. New Hire Orientation attendees are tracked in the site specific training matrix
2. Project management expectations are delivered at the orientation by Superintendent or designated delegate.
3. Front line supervisors (FLS) (foreman and superintendents) and CVIS lead are encouraged deliver orientation material working with other key project personnel, such as the project safety manager/safety coordinator.
4. The orientation schedule is posted and available to everyone on the project the details are stored in the safety section of the Sharepoint. [Training Matrix](#) The training matrix will be updated by the Office Manager.
5. Orientation leads are expected to be knowledgeable, well-prepared and deliver a passionate and engaging training.
6. Orientation location will be held in the main office as required in a dedicated, clean, quiet equipped space.

## 3.2 CONTENT

1. Ensure your project's orientation plan includes the key elements as listed in this SSSP as well as specific risks and knowledge for your project, including but not limited to:
  - a. A practical knowledge and skills assessment delivered by the Superintendent or Key Foreman
  - b. Operations Start Card – Job Hazard Analysis (JHA) Training.
  - c. Hands-on tool training plan delivered by Marcel Perry before work begins regardless of experience level.

## 3.3 POST-ORIENTATION ACTIVITIES

1. Ensure new hire employees are visually identifiable in the field from other craft by new employee hard hat stickers.
2. A new hire follow-up plan is in place and those responsible follow-up with new hires and follow the plan, details are stored in the [Training Matrix](#)
3. It's recommended that new hire employees are paired up with an experienced employee / mentor per the new hire follow-up plan.

## 4.0 TRAINING

The importance of training extends beyond our employee's introduction to the job.

1. A comprehensive project training plan has been developed, in place and adequate to cover all project training needs and will be regularly updated, maintained, and rolled out by Superintendent
2. The project training plan is accessible and can be found at [Training Plan](#).
3. Project training will be scheduled by Superintendent, Project Manager, and / or Commercial Manager in advance to ensure the necessary trainers, material and equipment are available.
4. The project training plan adjusts to trends in incidents, LSA assessments, [project safety assessments](#) and optional observation programs.
5. Project training will be conducted at a location that is appropriate to facilitate learning and retention.
6. Hands-on training will be conducted on a regular basis with engagement from our craft as well as regular review of incidents.
7. Project training will be tracked in the Front Line Supervisor training folder [FLS Training](#) and training matrix folder [Training Matrix](#) these folders will be updated and maintained to easily identify any gaps.

## 5.0 PRE-SHIFT MEETINGS

Every operation will start their shift with a pre-shift meeting.

1. Pre-shift meeting content should focus on that day's operation(s).
2. A clear expectation is set that that supervision and craft engage in all pre-shift meetings.
3. Pre-shift meeting should include:
  - a. A completed Operations Start Card - Job Hazard Analysis as outlined in section 6 of this SSSP
  - b. Demonstrations on relevant topics as appropriate
  - c. Discussion of LSA categories and safeguards
  - d. Stretch and flex

Documents are to be retained and stored in a secure location



## 6.0 OPERATIONS START CARD - JOB HAZARD ANALYSIS

Each operation will have a relevant / documented [Operations Start Card - job hazard analysis \(JHA\)](#) that is discussed and completed with the entire crew at the beginning of every shift/new operation.

Each crew will complete the following

1. The JHA standard template – including identification of applicable [LSA categories & safeguards](#).
2. JHAs must be completed with the following:
  - a. Each operation has a relevant operations start card developed.
  - b. Craft must be actively engaged in the operations start card process and add content.
  - c. LSA categories are identified, and safeguards properly verified on the operations start card.
  - d. Good identification of hazards and detailed controls listed in the operations start card.
  - e. The operations start card is signed off by all employees in the operation and front-line supervisors (FLS) has verified all safeguards when needed.
  - f. Crews should be able to demonstrate knowledge of hazards and mitigations for work being performed.

### Execution expectations:

- ✓ This Start Card is to be filled out daily for each operation before the operation begins. This card may be used by the individual, small team, or crew.
- ✓ This Start Card must be filled out by the individuals performing the operations.
- ✓ Unless specified by our client, it is recommended to retain Start Cards for at least one (1) week.
- ✓ To ensure proper identification and planning for LSA Risks, all operations with LSA Risk(s) identified and/or changes to LSA Risks, a FLS must verify **and** sign-off that all safeguards are in place before work can begin. It is also recommended that FLS review those same Start Cards again throughout the day to verify safeguards are still in place and account for any change in conditions.
- ✓ If you encounter change(s), or move work areas, you may modify this Start Card or fill out a new card.



## 7.0 LIFE SAVING ACTIONS

The Life-Saving Actions (LSA) program allows the project team to be proactive about eliminating significant injuries and fatalities. An effective LSA program ensures job sites identify the potential outcome of all incidents or events, then develop meaningful plans to eliminate those events with potentially high-severity outcomes.

The company's LSA guidelines, LSA toolkits and safeguards can be found on the [Corporate Safety SharePoint page](#).

1. It is the responsibility of the Marine Superintendent to fully implement the [corporate LSA Guidelines](#).
2. All project staff and craft must know their [LSA categories and safeguards](#) for their current work.
3. The project will utilize LSA field demonstrations, and training to be added to the [Training Matrix](#).
  - a. LSA training will be conducted during orientation and follow any incidents or as required during any Safety Rodeos or training events.
  - b. Craft and CVIS must regularly be involved in LSA field demonstrations and training.
4. LSAs must be reviewed and discussed as part of each operation.
5. LSAs and their associated safeguards must be identified daily along with the ways to mitigate the risk.
6. LSAs should also be integrated into other components of your project's safety tools such as JHAs, PODs, work plans, schedule boards and toolbox talks.
7. Data from LSA assessments, Operations Start Card, Project Safety Assessment, Safety tours will be used to trend and determine safety focus areas.

## 8.0 FIELD COMPLIANCE

The project will implement the following methods to ensure unsafe behaviors are identified, addressed, and communicated:

1. A weekly safety tour (supervisor, craft foreman one craft member and any subcontractors) such as but not limited to project safety walks for the foreman meetings, regularly scheduled project manager/construction manager walks.



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2. The project will ensure all operations have a work plan and that they are modified if change has taken place.
3. The project will have a plan for exceptional housekeeping and access.
4. The project will use the proper tools with safety features installed. Follow [36-Hand and Power Tools.pdf \(kiewit.com\)](#) and the 360 safety book handout.
5. Employees will be trained by the Marine Superintendent or the Key Foreman on the importance of ergonomic and body positioning risks.
6. The project will procure and install the appropriate signage for the project.
  - a. Examples include: Signage promoting the overall project safety program, access / designated walk areas / traffic, LSAs, why I work safe, proper PPE, barricade (red rope) / exclusion zones, CVIS, emergency / muster station / evacuation, hydration, scaffold, LOTO etc.

## 9.0 SAFETY WALKS / TOURS

1. The project will conduct focused LSA inspections and enter them in [InEight Compliance](#). Every tour, weekly safety walk or otherwise should have LSA's as a focus in addition to any other findings.
2. A mix of supervision, craft and subcontractors must participate in walks.
3. Findings from walks will be logged on InEight and communicated to the field through PTI meetings, safety stand downs.
4. The project will develop a plan to ensure safety deficiencies are corrected in a timely manner.
5. Weekly inspections will be based on trends from [observations program, LSA assessments and incidents](#).

## 10.0 CRAFT VOICE IN SAFETY

Our Craft Voice in Safety program (CVIS) creates a culture where everyone has a voice. Craft are taking care of craft in a partnership with management, through ownership, communication, and prevention to achieve our goal of Nobody Gets Hurt.

1. The company's [CVIS GUIDELINES](#) must be followed.
2. All CVIS members will receive a copy of, read and understand the CVIS Guidelines.



3. Project safety will ensure CVIS members understand and are comfortable with their role in CVIS.
4. CVIS members and the Marine Superintendent will meet weekly on Wednesday at 12 noon.
5. Pictures and names of current CVIS members are published and available to all project personnel at all notice boards.
6. Communication of what project CVIS is working on, accomplishments and reasons for not addressing items will be communicated to the masses in the weekly CVIS meeting or PTI start ups.

## 11.0 FOREMAN'S MEETING

Foreman's meetings must be a regular and integral part of the safety program.

1. The foreman's meeting will be held as needed throughout the day as needed and at the end of each working day.
2. All foreman [including subs] are expected to attend, are consistently present at the meeting and attendance is tracked by Superintendent using tracking sheets, for each meeting. [FLS Training](#)
3. The foreman meetings will be conducted in a format and at a location that facilitates engagement.
4. Action items will be assigned for follow-up during the meeting.
5. The content for the foreman meeting will be made up of relevant safety topics i.e.
  - a. Reviewing LSA deficiencies from the previous week.
  - b. Review: Recent safety incident alert, past incidents / lessons learned related to upcoming work, positives, best practices, accountability / responsibilities, safety tour findings, client comments, craft conversation / observations
6. Safety program performance and updates from the foreman's meeting will be communicated to the job by the Foreman during the following PTI meeting.

## 12.0 COMPLIANCE

1. The project will follow the [corporate fall protection policy](#).
2. The project will identify competent persons where required and they are appropriately trained.
  - a. A list of these competent persons will be maintained by the Project Engineer or Marine Superintendent and tracked in the [Training Matrix](#).
    - i. An OSHA "competent person" is defined as "one who is capable of identifying existing and predictable hazards in the surroundings or working conditions which are unsanitary,



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hazardous, or dangerous to employees, and who has authorization to take prompt corrective measures to eliminate them" [29 CFR 1926.32(f)]. Confined Space, Fall Protection, Scaffolding, Trenching

3. The project will identify "qualified persons" where required and they meet the appropriate requirements.
  - i. A list of these qualified persons will be maintained by Project Engineer or Marine Superintendent and tracked in the [Training Matrix](#).
  - ii. "Qualified" means one who, by possession of a recognized degree, certificate, or professional standing, or who by extensive knowledge, training, and experience, has successfully demonstrated his ability to solve or resolve problems relating to the subject matter, the work, or the project. 1926.32(m) Designated Operator, Signalman, Spotter, Rigger
4. The project will follow the temporary structures and construction (TSCD) devices manual as listed on [Kiewit's TSCD portal](#).
5. The project will follow the corporate crane policy manual as listed on [Kiewit's Crane Services portal](#).
6. The project will follow the [Corporate Rigging Manual](#).

## 13.0 RECOGNITION / MORALE PROGRAM

The project will develop and execute a recognition program for exemplary safety performance.

1. The following are minimums that need to be addressed in the program.
  - a. The job team will be able to understand and can explain the program
  - b. Craft will be able to understand how they are being measured
  - c. Craft will be involved in developing and providing feedback on the program and rewards
  - d. Subcontractors should participate in the program
2. Details of the recognition program are available [8. Recognition Program](#).

## 14.0 LEADERSHIP / CULTURE

Our project management teams are expected to lead by example. It's imperative they are engaged, visible, committed to safety, paying close attention to LSA categories, and setting a positive safety tone.



1. At least weekly, the Marine Superintendent, Marine Operations Manager conducts a field tour verifying their safety expectations are being met.
2. There is good communication from project management, through the field supervision to the craft.
3. Craft feel that safety is the core value and will be addressed ahead of production.
4. There is a healthy incident reporting culture on the project.
5. There is a culture of fact finding versus fault finding.

## 15.0 OBSERVATION PROGRAM / CRAFT CONVERSATIONS (*optional*)

1. Observation quality can be measured by the safety staff and tracked in InEight Compliance.

## 16.0 HOUSEKEEPING AND ACCESS

1. The project will use candle stick markers and green colored chain to delineate designated walkways on the project.
2. All staff and craft are responsible for maintaining designated walkways on the project.
3. The project will ensure that a good working surface is in place on your project.
4. The project will have:
  - a. Designated trash/waste receptacles located at main entrance car park and on board the barges
  - b. Flammable material and liquids will be properly stored in the flammable cabinets and bottle lockable cages around the maintenance shop and barges
  - c. Receptacles for scrap, metal, wood, cable, hazardous waste, solid waste, etc. will be located near the maintenance shop and bulkhead These will be maintained by the foreman and field engineer.
5. The project will conduct a cord and tool roll up inspection before use and at least every month.
6. Rigging, hardware and equipment will be stored in rigging racks and rigging connex.
7. All staff and craft will be responsible for maintaining extreme housekeeping in all areas.
8. Dedicated smoking areas and receptacles for cigarette butts will be located near work zones and office. Smoking zones will be clearly marked and equipped with butt out can, fire extinguisher.
9. The project will hold our subcontractors accountable to our housekeeping standards.



## 17.0 STOP WORK RESPONSIBILITY

1. The project will use the safety orientation and FLS program to train all employees and subcontractors on Stop Work Responsibility during initial onboarding and continuation training.
2. Expectations:
  - a. All employees and subcontractors have Listen Up / Speak Up authority.
  - b. Management will promote the Stop Work Responsibility culture with employees and subcontractors by (including but not limited to): Indoctrination, toolbox meeting (Give Me 5), mass meetings, and the orientation slide deck.
  - c. Marine Superintendent, Field Engineer and Foreman are responsible for providing the training for Stop Work Responsibility.
  - d. Every operation must start with:
    - i. 100% of the safeguards in place and verified by the FLS or by,
    - ii. Completing Section 2 of the Start Card if any Safeguards are marked “no” or “not applicable.” Section 2 of the Start Card captures the specific safeguards being used for the operation and must be approved by the FLS before work begins.

## 18.0 PROJECT SAFETY ASSESSMENT

The Project Safety Assessment (PSA) tool / process allows projects and districts to assess how they are doing against what we believe are best practices to set them up for success and achieve our goal of nobody gets hurt. The PSA replaces the Rubric.

1. The project will complete the self-assessment PSA three times a year.
2. The project team will work with the district safety manager to decide who will complete the PSA and allow those people adequate time to prepare for the PSA.
3. The PSA form allows projects to input and track any immediate, 30-day, long-term or recurring corrective or action items. District and project safety managers will work with the project on PSA reviews and areas for improvement.
4. The PSA form lives in the InEight Compliance system and can be accessed from the InEight mobile app on your mobile device.



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5. Instructions to setup up the InEight Compliance mobile app on your device [can be found here](#).
6. For more details on using the PSA in InEight Compliance, [reference the February 2021 issue of the Safety Post](#).

## 19.0 ADDITIONAL RESOURCES

For questions about this document or the additional resources listed below, contact your [district safety manager](#) or [regional operations safety director](#).

1. Every project should have a comprehensive crisis communication plan. The company's crisis management library and crisis plan template can be found [here](#).
2. The Corporate Safety SharePoint has several additional resources to help your project:
  - a. [Claim reporting](#)
  - b. [COVID-19 resources](#)
  - c. [Mental health resources](#)
  - d. [Safety recalls](#)
  - e. [SDS for Kiewit](#)
  - f. [Toolbox talk/Give me 5 toolbox library](#)