



The RED Team

Changing

culture through **R**evision, **E**valuation, and **D**evelopment



2018 IPLOCA Health & Safety Award



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Findings



In 2016, the CEO and Sr. Vice President of EHS wanted to take safety to the next level. In an effort to get past current perceptions and drill into the reality of the individual employee knowledge about Safe Work Practices, Quality Control and Field Efficiencies, data mining was started.

After deciding what was deemed important to monitor and manage change, new processes were established to provide metrics for success. These processes allowed for a real time metrics company wide on a continual basis. The processes are as follows:

Safety Goal- This is a collection of metrics listed below in a "perfect world" of 100% compliance.

Actual Conformance Rate- In 3Q 2016 the Crossfire division began looking into field collectable data from Q1-2016 to date concerning the following metrics:

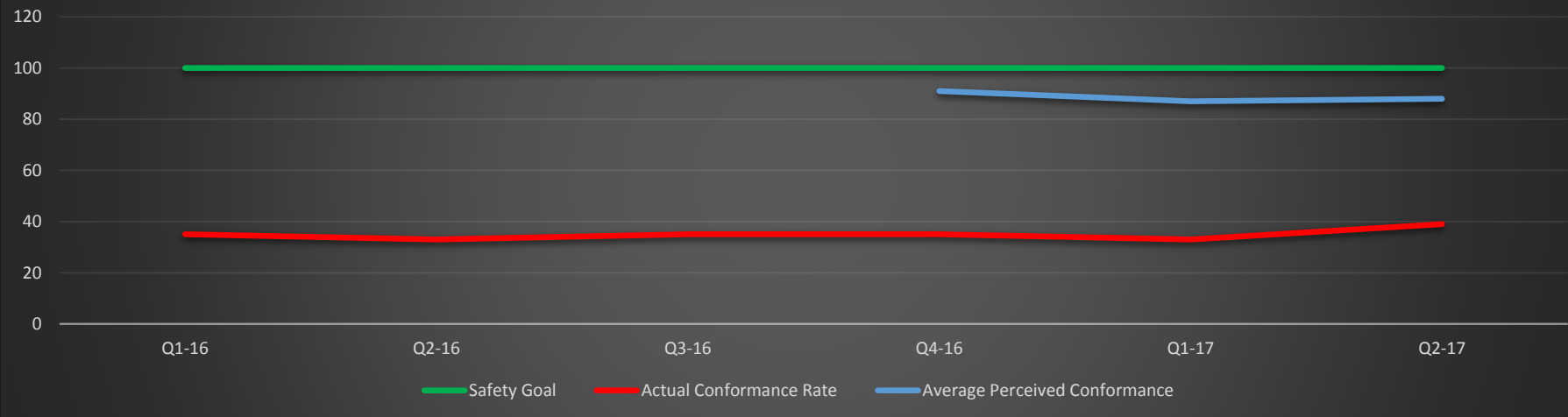
Hot Topic Quizzes- These quiz the field crews knowledge specific to 12 high-liability tasks that they regularly perform.

Behavioral Based Safety (BBS) Cards- These cards are filled out by field personnel and are measured for "Safe" and "At Risk" notifications as well as quantity submitted per capita.

Safety Meeting Attendance- Weekly Safety Meetings are performed throughout the workforce. Where attendance is measured per capita, number of Hot Topic Quizzes submitted per capita, and general knowledge retention via test scores on subject matter covered.

Average Perceived Conformance- Also during this period employees across all areas of responsibility were polled regularly. They were asked "What percentage of 100% do you believe we, as a company, perform?"

Safety Conformance: Pre-RED Team



In reviewing the data and performing numerous interviews with management and field crews, the following is a listing of findings coupled with solutions:

1) Finding: Employees need to know the requirements for each high liability task. Employees have incorrect perceptions of what safe work looks like.

Solution: A step-by-step standard operating procedure for each task was created taking into account safe work practices pertinent to the task, quality control requirements, and how to

2) Finding: The knowledge of the standard operating procedure has to be taught in a classroom and continually driven in the field operations.

Solution: Coaches will assist crews in the field in using the standard operating procedures as resources as well as continuing engagements to monitor the knowledge and use of the resources.

3) Finding: 85% of field employees are Spanish as a first language speaking personnel.

Solution: Founding coaches will be Spanish as a first language speakers. All documentation must be provided in both English and Spanish.

4) Finding: Field employees have a uniquely favorable rapport with other operations personnel.

Solution: Utilizing experienced field operations personnel as coaches will build instant credibility and trust. Key personality traits to seek out in the coaches are nurturing, supportive and friendly.

5) Finding: For a true culture paradigm shift to occur, a well defined communications system should be implemented company wide to ensure success and would represent all divisions.

Solution: This group of coaches is called the RED Team, an acronym for Review, Evaluate and Develop. This team is the center of communication for the Company. This team is constantly **R**eviewing data and information from all systems, **E**valuating the needs of the Company and **D**eveloping improved processes to fit the need.

6) Finding: The RED Team Project manager needs to be multi-faceted with expansive knowledge across all Corporate Systems, have field experience and be able to speak to all levels concerning process needs and changes.

Solution: An employee with experience in Safety, QA/QC, Operations, Project Estimation, Training and Adult Education has been chosen as the RED Team Program Manager.

7) Finding: Poor performance in the field is a direct result of poor management skill.

Solution: The current Supervisor Orientation was adapted to include extensive Leadership Training that includes a continuing mentorship program; What we call "*Leading from the Front*".

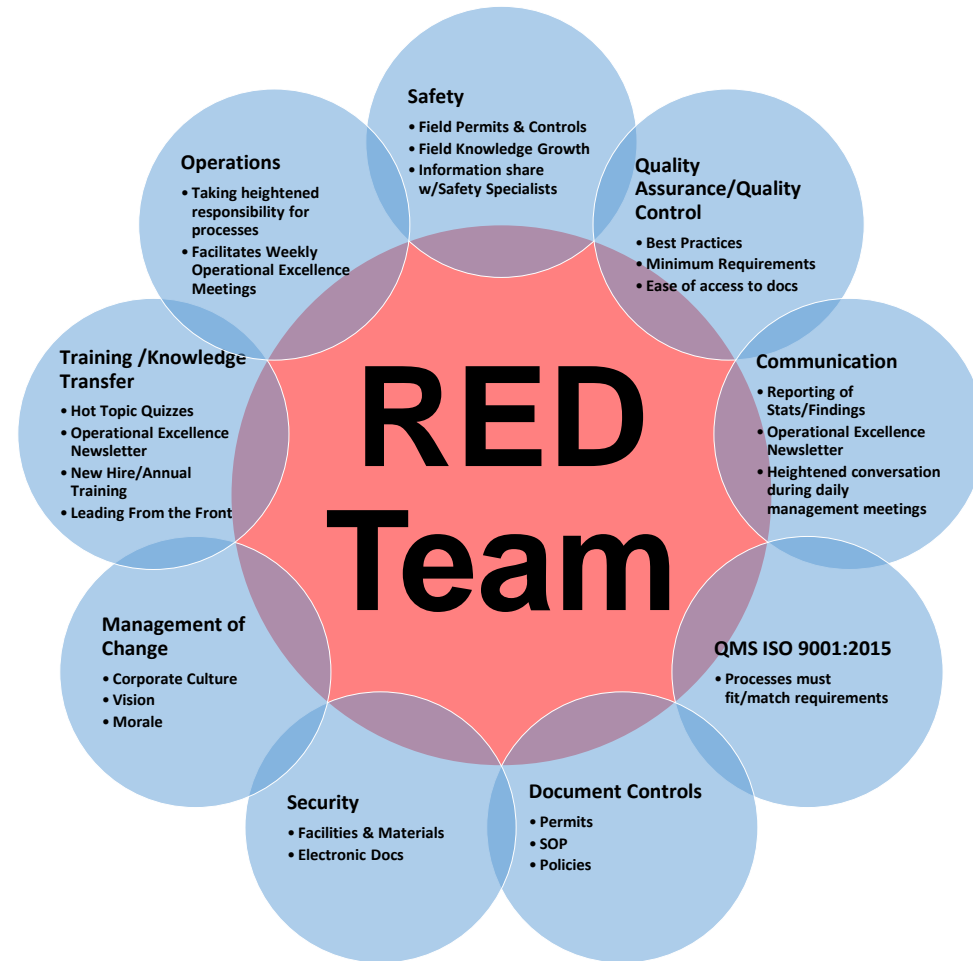


The Crossfire Division of the Strike Family of Companies was chosen as the beta test for the RED Team Program for its diversity of work type, multi state footprint and employee sample size. The RED program was implemented June 2, 2017. After vetting and training, the three initial RED Team Coaches began field engagements on August 1, 2017.

At rollout the RED Team Program Manager travelling to districts, meeting with management and crews by visiting jobsites and weekly safety meetings to detail out the standard operating procedure and resources available as well as how to implement them in the field.

The field engagements include face-to-face conversations with the field crews and the results are entered into an digital "audit" app via the coaches phone, tablet and/or computer. This data is compiled for reporting to corporate stakeholders, business development as well as interested clients.

The information garnered from these engagements and the other previously described metrics is consistently evaluated to manage change and adaptation through the open communication channels created by the cross-corporate systems created by the RED Team.



Achievements



Since implementation of the RED Team Processes on August 1, 2017, the Crossfire Division has seen its **Actual Conformance Rate** rise to 85% . This is a measurable growth of 52% in 8 months.

To date, Crossfire has seen the following results:

1. 2.5 consecutive quarters with no recordable incidents.
2. Exponential rise in Job Hazard Assessment quality and documentation has risen exponentially.
3. Management has seen the benefits of the field engagements and regularly requests the RED Team Coaches to be onsite during high visibility tasks.
4. Clients and their inspectors see the benefits of the coaching; many clients request reporting pertinent to their projects.
5. Quality Control issues have lessened due to the crews better understanding of the requirements and resources supplied.
6. Increase in weekly conversation among management concerning Safe Work Practices, QA/QC and Field Efficiencies from 20% to 65%.
7. Many Sub-Contractors have seen the value of these systems and have implemented abbreviated versions of the systems to remain compliant with ours.
8. All these achievements are due to the change management and process efficiency facilitated by the RED Team.

