

# Industrial Projects Report

The Publication Construction Companies & Craft Professionals Trust



**Day & Zimmermann**

*We do what we say.®*

**An Injury-Free  
Workplace  
is Available  
to Us All**

by Guy Starr, President DZ Atlantic

**COMMERCIAL • INDUSTRIAL • MARINE • PIPELINE**



# An Injury-Free Workplace is Available to Us All

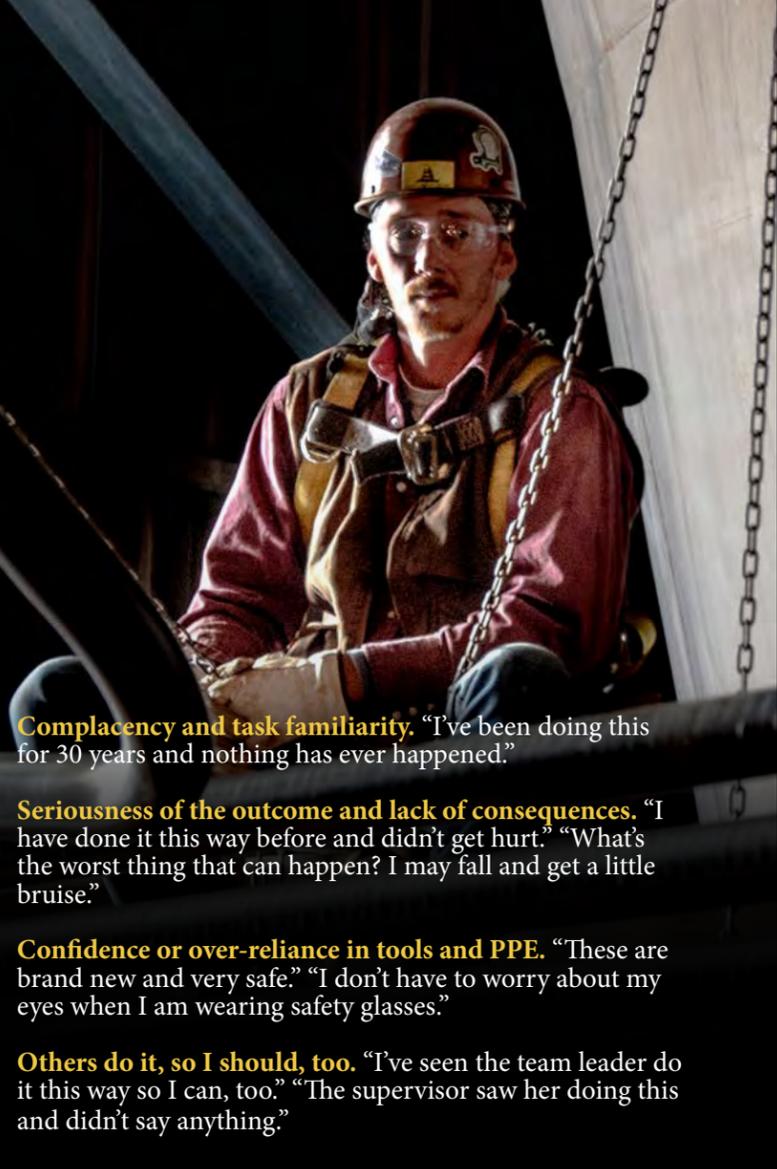
by Guy Starr, President DZ Atlantic

When someone gets injured on the job our first priority is for the care and well-being of the person or persons involved. At Day & Zimmermann, workplace safety is our top priority. We are committed to doing everything we can to ensure that workers return home safe and unharmed at the end of each work day. If injuries occur, we perform a thorough investigation to understand the cause and determine what we can do to prevent it from happening again. We have completed thousands of investigations over the years and always come to the same conclusion: all injuries are preventable. “Every time we complete an investigation, we always come to the same conclusion: all injuries are preventable.”

Investigations cover a lot of ground, but typically fall into three categories: equipment failure, process inaccuracy, or human error. We seek to determine specific risks or hazards that can be eliminated or mitigated to prevent reoccurrence. What’s the difference? A hazard is a potential source of harm to people or the plant. A risk is the likelihood that an event will occur and the consequences if it does. Some risks and hazards are easy to see such as height, confined space, or rotating and moving equipment. While others can be unexpected and more difficult to identify such as stored energy, radiation, or contamination.

Understanding workplace risks and hazards is the most important thing a worker can do to protect himself or herself from injury. Personal accountability for one’s own safety and the desire to protect co-workers’ safety and well-being are the price of admission for working at Day & Zimmermann. We have found that inaccurate risk perception and risk tolerance are among the leading behavioral causes of injuries and there are a number of beliefs that contribute to unsafe behaviors.

**Overestimating experience and capabilities.** Instead of asking for help, a worker may think, “If I can lift 200 pounds at the gym, this will be easy.” Or, “I have driven in much worse conditions than this and did just fine.”



**Complacency and task familiarity.** “I’ve been doing this for 30 years and nothing has ever happened.”

**Seriousness of the outcome and lack of consequences.** “I have done it this way before and didn’t get hurt.” “What’s the worst thing that can happen? I may fall and get a little bruise.”

**Confidence or over-reliance in tools and PPE.** “These are brand new and very safe.” “I don’t have to worry about my eyes when I am wearing safety glasses.”

**Others do it, so I should, too.** “I’ve seen the team leader do it this way so I can, too.” “The supervisor saw her doing this and didn’t say anything.”



At Day & Zimmermann we believe that all injuries are preventable and we know that one day we will be able to tell our customers, our employees, and their families that we have no injuries. Creating sustainable cultural changes in site safety and human performance may appear to be an overwhelming and insurmountable task but we know it can be done.

Achieving zero injuries is job one for every person in D&Z, beginning at the executive level and continuing throughout the field and offices. Our operations teams are responsible and accountable for ensuring workers begin and end their shift safely. These teams are supported by an outstanding group of safety professionals, subject matter experts who verify compliance with our program and provide field observation, coaching, case management, and support.

Safety is discussed every day, in trailers and lunch halls, in our offices, and in the boardroom. Every company meeting begins with a safety message. In the field, workers participate in daily safety briefings and discuss the best way to safely execute the work at hand. Throughout the day, worker safety is top of mind as supervisors make observations and coach their teams to a safe outcome. A comprehensive training program includes pre-outage orientation classes for supervisors and craft.

Our safety commitment is demonstrated through programs that generate industry-leading performance in both Total Recordable Incident Rates and Lost-Time Incidents.

## Engaging Craft Workers and Supervisors in the Journey to Zero Injuries

We establish Health & Safety Councils, led by craft workers, to improve site safety culture and reduce injuries. Workers know where the hazards are and where potential injuries are likely to occur. When workers have influence and some control, zero injury concepts move from the head to the heart, and new behaviors are formed.

Our Care to Coach Program was established by our workers in the field who are committed to improving site management engagement and applying the D&Z accountability model. Workers are trained to willingly coach others and receive coaching when an unsafe work practice is observed. A worker observation process is used to identify safe and at-risk work behaviors on the spot using our Behavior Observation Learning Tool (BOLT).

Every D&Z worker has the right to stop and report work that appears to be unsafe. Frequent pulsing surveys confirm that workers feel confident reporting unsafe practices to both superiors and subordinates to prevent reoccurrence. Personal responsibility and accountability for safety is continually reinforced along with the expectation that we each must ensure the safekeeping of our co-workers.



In 2017, Day & Zimmermann was recognized as the top O&M contractor in the power industry for the tenth consecutive year by a leading industry publication. Our decade-long run atop these rankings demonstrates our commitment to quality, safety and to adhering to our company mantra, “We Do What We Say.”

In addition to skilled workers, Day & Zimmermann also employs construction management personnel; maintenance planners and schedulers; project controls professionals; and reliability engineers.

To learn more about opportunities with Day & Zimmermann go to [www.dayzishop.com](http://www.dayzishop.com) or call 888-605-0272.



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