

# Safety Commission Virtual Panel

*Survive and Thrive: How COVID-19 is driving better, safer dredging ops*

Panelists:

- **Mike Binsfeld**, COO & EVP, J.F. Brennan Company, Inc.
- **Henry Schorr**, VP, Manson Construction Company
- **David Simonelli**, President Dredging, Great Lakes Dredge & Dock Co.
- **Dana Trierweiler**, President & CEO, Infrastructure Alternatives, Inc.



INFRASTRUCTURE  
ALTERNATIVES, INC.



HILE GROUP

ANAMAR  
Environmental Consulting, Inc.

Moderator: **Margaret Davis**, VP, Hile Group

Facilitator: **Kathryn Thomas**, President, ANAMAR Environmental Consulting, Inc.

# COVID-19 Emerging Best Practices: Education & Communication

## **Designate a COVID-19 Response Team – Someone to lead the charge**

Responsibilities can include:

- Meet weekly at a minimum, daily if needed
- Monitor ongoing revisions of government and industry recommendations (i.e. WHO, CDC, USCG)
- Develop employee communication strategies and ensure they're reaching all parts of the company through email, daily safety meetings, and company intranet sites
- Ensure updated policies are reviewed with employees prior to start of new shift

## **Administrative Controls that go beyond social distancing, masks, and sanitation:**

- Stagger start and break times
- Avoid carpooling and ride share
- Create cohort employee groups
- Create water and shade stations for external workspaces

# COVID-19 Emerging Best Practices: Health Screening

- Check temperature and screening questionnaire at start of all office and field shifts
- Distance employees so others cannot overhear responses or see/hear temperature results
- Confidentially store any written materials containing medical information
- Destroy copies of temp and screening documents once they have been scanned and sent to HR
- Upon successful completion, provide color-coded wristbands to confirm daily screening
- Contact and interview employees returning from time off three days prior to return work
- **Visitor Screening** – Require a screening form for subcontractors, vendors, and visitors traveling to work locations either for the first time or returning from an extended period away from the project.

# COVID-19 Emerging Best Practices: Contact Tracing

- Upon notice of a + result, designate a Contact Tracer (CT) to manage the process
- Coordinate Site Management with the CT to develop a list of anyone who may have been in contact with the employee for a period starting 48-hours prior to when they began experiencing symptoms, through the last contact (being within 6 feet for a period of at least 15 minutes)
- Contact the list to notify that they have potentially been exposed and to self-monitor for a period of 14 days after their last exposure.
- Employees on the list should wear a mask and maintain social distancing during this time period and are encouraged to report any symptoms immediately.
- CT coordinate testing 5 days after the date of last exposure for employees on the list.
- If an exposed employee tests -, they may return to work but must continue to monitor for symptoms and follow screening protocol.
- If an exposed employee tests +, they must self-isolate and follow protocol.
- Following a self-isolation period or recovery from medical care, the employee will be required to take 2 COVID-19 tests at least 2 days apart with - results before being allowed to return to work.

# COVID-19 Emerging Best Practices: Employee Engagement

- Acknowledge that we're all in this and learning together.
- “Let's not take it to home, and let's not take it to work!” mentality
- Encourage everyone to participate and speak up, especially when they see someone else's COVID-19 awareness slipping.
- Find innovative ways for Upper Management and Leadership Teams to virtually support the field and lead by example in following all Administrative Controls when in the field and office.
- Keep COVID-19 related communication and required protocol at the forefront of all meetings and operational discussions.
- Use Response Team to monitor that there is continual/relentless emphasis on COVID-19 protocol and the CDC guidelines at every office and work location.



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Survive + Thrive:

How COVID-19 Is Driving  
Better, Safer Dredging Ops

Western Dredging Association  
Safety Commission  
Virtual Panel

July 27, 2020

# PANELISTS:

- ✓ Mike Binsfeld – JF Brennan
- ✓ Henry Schorr –  
Manson Construction
- ✓ David Simonelli –  
Great Lakes Dredge + Dock
- ✓ Dana Trierweiler –  
Infrastructure Alternatives



# HOW EXISTING SAFETY CULTURE INFORMED COVID RESPONSE

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- ∴ Care and concern elevated immediately
- ∴ Pre-existing personal commitments to working safe, protecting self and others made the COVID conversation relatively easy despite anxiety
- ∴ Broad, deep ability to see COVID systemically allowed us to move quickly to protective stance
- ∴ Mutual responsibility for heads on swivel and speaking up -  
"See something, say something."
- ∴ Outreach to all personal + professional networks to get into and push it up

- : First thought above all others: keep our people safe
- : Ensure incoming + outgoing crews do not meet to protect against contagion
- : Preventive contact tracing re employees who have high-risk essential workers at home. For example, family members who work in health care.
- : Good use of existing tools that already serve us well:
  - Pre-task Plan / JSA / JHA
  - Onboarding into safe ops culture
  - Near Miss Reporting and multiple cause incident analysis
  - Peer-to-Peer coaching + accountability
  - Safety Stop

# BEST STRATEGIES FOR COVID COMMUNICATIONS

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- ✓ Keep people CALM from the start
- ✓ Track w/ emotional impact of news cycles
- ✓ Balance good reliable info with measured response actions
- ✓ Align w/ CDC guidelines, at minimum
- ✓ Check our plans against others from wide range of industries
  - Validation from others like Mayo Clinic
- ✓ Town Hall conference calls to lay out/launch initial plans
  - What is a safe work environment?
  - What offices will move to WFH?
  - Committed to getting people safely back ASAP

- ✓ Gathered employee response through surveys
- ✓ Responses + requests from employees
  - More consistent, predictable info flow
  - One reliable voice
  - Messaging for Home Safety, too
- ✓ Trained broad % of workforce on Teams
- ✓ WFH
  - Ergonomics
  - Kids out of school
  - Manageable work space
- ✓ Continuously monitor + refresh: "Is what was working still working?"
- ✓ Anxiety management: facts not fear!
- ✓ Website COVID page that's current
- ✓ COVID Team manages constantly

- ✓ Dredge Captain meetings w/ strong 2-way flow  
— as before COVID
- ✓ Messages personal, relevant, important
- ✓ Early March Step Back for Safety w/ COVID focus
- ✓ Current Response Plan = v. 5  
NOTE 7.26 CDC Marine Guidance
- ✓ Weekly Newsletter "Staying Together While Apart"
- ✓ Own Safety Week w/ COVID focus
- ✓ Zoom calls w/ vessels + project teams
- ✓ Taking care to remember other pre-COVID threats as well

- ✓ Weekly comms from Safety Director
- ✓ Repeat repeat repeat, keeping it positive and clear

# MANAGING PEOPLES' SOCIAL SIDE AS WE RETURN TO OFFICE

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- Remind ourselves we are all privileged to be working - we need to protect ourselves
- Increased comm. re the power of behaving consistently no matter what Public is doing
- "Don't be selfish. I'm taking care of you and your family and I need you to take care of me and mine."
- People def want to get out, leave COVID restrictions behind
- Aggressive contact tracing and follow up testing.
- Prohibition of inside restaurant/bar dining

- Keep the local project conversations personal, focused on what we stand to gain and lose with positives



# SET UP FOR THE COVID LONG GAME

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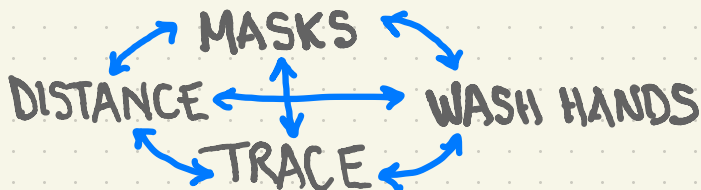
- △ Stay the course on what is working
- △ No extraneous personnel on vessels
- △ Dockside, no one in House except crews
- △ Real-life tabletop drills w/ initial positives that turn out to have been false
- △ Ramped up testing quality: accuracy, turnaround
- △ Continue to evolve. Don't be afraid to back out of part of a plan that's no longer working.
- △ Office redesign with far fewer permanent work spaces, limited gathering places, directional paths of travel

- ▲ Take as many meetings and other functions virtual as you can. And as you do so, think about whether you'll ever need to go back.
- ▲ Later this week conducting first virtual executive-level Safety Leadership Team meeting. We'll see how that goes.

## Q+A: How do you cope with asymptomatic cases?

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- // Presume people are vectors, given CDC's data
- // Acknowledge with your people that COVID is particularly dangerous precisely because of these pathologies:
  - Asymptomatic 90% of the time
  - 5-days of high contagiousness immediately prior to symptoms presenting
  - Family / friend group exposures
- // EDUCATE people about symptoms
- // Test broadly and move decisively where positives surface
- // Make sure whoever can work from home does so
- // Firm, consistent use of The Big Four:



## DULY NOTED

- ✦ "COVID is likely to be the most challenging issue any of us will encounter."  
- Dave Simonelli
- ✦ "When you have a case on a vessel, it's challenging."  
- Henry Schorr
- ✦ "Nowadays everybody sees face masks as basic PPE."  
- Dana Trierweiler
- ✦ "What you do away from work is just important as what you do at work."  
- Mike Binsfeld
- ✦ "Face-to-face meetings are a thing of the past... I'm not sure if/when it will go back."  
- Dana

▶ "We have crews getting up in age end with older people at home. So the stakes are very high."

- Henry

▶ "This pandemic has taught a guy who used to be a firm believer in butts in seats that remote work can work. People have worked hard from home effectively and efficiently. And we will keep doing it here in the future." - David

▶ "We as a species are incredibly resilient. As we learn Steps A, B, C, D are necessary, we will adopt them and adapt our behaviors."

- Dana

▶ "We're all in this together. We need to keep it positive - and we will get through it."

- David

▶ "We're happy to share resources and to help out however we can. Just reach out."

▶ "Absolutely."

▶ "Of course."

▶ "We're all in."

Full panel