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.

Moderator: Margaret Davis, VP, Hile Group
Facilitator: Kathryn Thomas, President, ANAMAR Environmental Consulting, Inc.
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/re lentless 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

- 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 contract tracing re employees who have high-risk essential workers at home. For example, family members who work in healthcare.

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

- 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 layout/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

- 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

△ Stay the course on what is working
△ No extraneous personnel on vessels
△ Dockside, no one in house accept 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 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?

- 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:
  - MASKS
  - DISTANCE
  - WASH HANDS
  - TRACE
“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 Bingsfeld

“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 and 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."