



Onboarding & Orientation

Risk & Safety Webinar Series



Risk Rewarded

1



Discussion Facilitator



Chad Stuart

MS, SMS, CHST
Risk & Safety Team

Areas of Expertise:

- ✓ **Oil & Gas Transmission/Distribution**
- ✓ **Utilities, Foundations & Deep Excavations**
- ✓ **Municipal, Street, Road & Work Zone Risk**
- ✓ **Trucking & Fleet Operations**
- ✓ **Military Facilities**
- ✓ **Environmental Management**
- ✓ **Web-portal Prequalification**



cstuart@csdz.com



Risk Rewarded

2



OIF-III Army 11B - Infantry



Webinar Disclosure

CSDZ's presenter has no actual or potential conflict of interests concerning any proprietary interests in any product, service, or any other materials presented in this webinar.



Learning Outcomes

- ✓ Evaluate the impact of hiring a new employee
- ✓ Differentiate onboarding from orientation
- ✓ Distinguish a new hire vs. a returning employee
- ✓ Identify workforce management strategies designed to attract and retain top talent
- ✓ Illustrate methods designed to measurably improve subcontractor performance



5

5



Boundaries for Our Discussion

- ✓ Not going to “Should” on you
- ✓ Hiring
- ✓ Compliance and HR rules
- ✓ Not another checklist or template...please
- ✓ Use of video or other technology
- ✓ Time investment
- ✓ Coaching or mentor
 - Program to practice?
- ✓ Claims

One Rule for Our Discussion:

1. Be open to possibility

- Everything must go...



6

6



Baseball Analogy

- ✓ Rules for baseball are the same regardless of where the game is played
 - Elementary School, Middle School, High School, College, Pro's
- ✓ What changes between elementary school and professional leagues?
- ✓ Observable change: **Level of Play**
 - Level of play changes with the level of planning, practice and execution

Question: how many hours or days do you spend planning and executing the onboarding and orientation process?

The Real Question: What is Your Level of Play?
Amateur or Professional

7

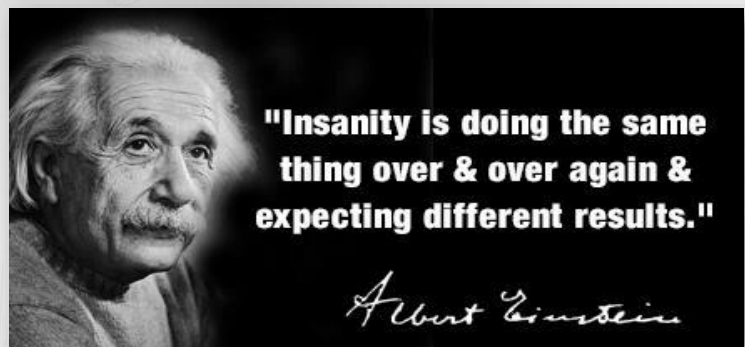
7



What's Your Level of Play in 2022?



Not Every Contractor Values Onboarding & Orientation



8

8



You Schedule Time for What You Value

- ❑ Onboarding
- ❑ Orientation
- ❑ Work Planning
- ❑ Procurement
- ❑ Mobilization
- ❑ Subcontractor Mgt.
- ❑ Inspection
- ❑ Maintenance
- ❑ Quality Control
- ❑ Employee Development
- ❑ Wellbeing
- ❑ Coaching
- ❑ Contract
- ❑ Estimate/Budget
- ❑ Schedule/Delay/Idle
- ❑ Materials/Spec's
- ❑ Risk, Safety, Health
- ❑ Compliance
- ❑ Equipment
- ❑ Fleet
- ❑ Workmanship
- ❑ Recordkeeping
- ❑ Feedback
- ❑ Accountability

9

9

Impact of Hiring a New Employee

Onboarding & Orientation



Risk Rewarded

10



Employment Practice Risk Is Increasing

Employment Practice: laws and rules governing how an organization manages hiring, employment and termination

- ✓ Evolving workforce dynamics



EPLI EMPLOYMENT PRACTICES
LIABILITY INSURANCE

11

Employee Turnover

- ✓ **Employee's first 3-months at an organization are the most precarious**
 - Trying to learn how to do their jobs well, how the organization operates, how they fit within their teams and the company culture
- ✓ **Half of all hourly workers leave a new job in the first 4 months**
 - Not only are your new hires deciding whether or not they want to work for your company, but they are deciding whether or not they like the type of job they accepted
- ✓ **31% quit their job within 6 months of starting with a new employer**
- ✓ **Half of senior-level outside hires fail within 18 months**
- ✓ **More than 25 percent of the U.S. population experiences some type of career transition each year**
 - Unfortunately, many transitions are not successful

References:

- *Onboarding New Employees: Maximizing Success*, SHRM Foundation, by Talya N. Bauer, Ph.D.
- *What People Really Want from Onboarding*, BambooHR, by Tori Fica



12

12



Reality Check...

Fleet



Job Site



Equipment

Workspace

13

13



New Hire Injury Statistics

2016 national data from Bureau of Labor Statistics

✓ **24%** of construction workers are injured during their **first year on the job**

✓ Likewise, the BLS notes that the findings are comparable to data in states with similar populations

- In Washington, over the same 2 years, 47.5% of injuries occurred among construction workers who had less than 1 year on the job and 37.1% of the injured had been on a job 6 months or less
- In Ohio, those percentages were 45.6 and 33.6, respectively



Risk Rewarded

14

New Employee Cost Considerations

Cost per hire = total cost of filling an open position from start to finish

- ✓ advertising, recruiting, interview, verification, testing, orientation, InDoc, etc.

Onboarding cost = costs related to transitioning a new hire into their role

- ✓ Historically, this is the one folks argue about – who's going to pay for this?

Average costs:

- ✓ Average cost per hire across organizations and industries = **\$4,125**

- SHRM, *Customized Talent Acquisition Benchmarking Report, 2017*

- ✓ Supervisor's time spent training a new employee = **\$1,296**

- Association for Talent Development (ATD), *State of the Industry Report, 2018*

- ✓ Training costs per new hire employee = **\$1,252**

- Average training time 33 hours: process/procedure norms, supervisor, compliance, safety
- Indeed Editorial Team, *The Cost of Training New Employees, 2021*



15

15



What Does it Cost You to Hire One Employee?

✓ Data mine your pay apps

- Reduced employee productivity in the weeks leading up to their departure
- Reduced productivity of the employees & supervisor covering departed employee's work
- Reduced quantities, schedule creep between employee's departure and replacement
- Additional labor hours (overtime?) to cover departed employee's work

✓ Quality issues, rework costs

✓ Schedule creep, profit fade

✓ Budget: labor, materials, equipment hours

✓ Labor hours of the recruitment and screening candidates

✓ Labor hours of secondary interviews with line managers, senior executives

✓ Advertising & postings

✓ Recruitment specialist fees

✓ Interview time

✓ Background check

✓ Credential verification

✓ MVR and/or PSP review

✓ Drug & alcohol testing

✓ Functional testing

✓ Labor hours: orientation, training, testing

✓ Driver road test for company driver

✓ Assessments: knowledge, skill

✓ Equipment demonstration

16

16

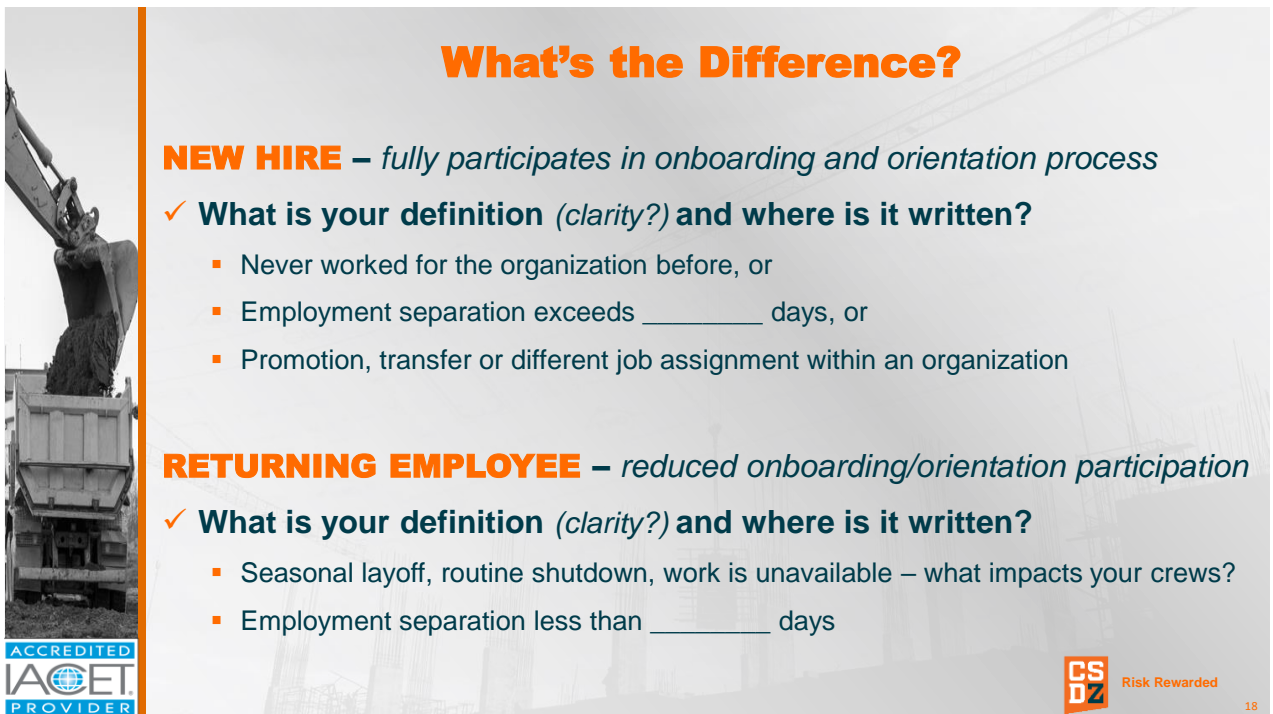


New Hire vs. Returning Employee

Onboarding & Orientation



17





What's the Difference?

NEW HIRE – *fully participates in onboarding and orientation process*

- ✓ **What is your definition (clarity?) and where is it written?**
 - Never worked for the organization before, or
 - Employment separation exceeds _____ days, or
 - Promotion, transfer or different job assignment within an organization

RETURNING EMPLOYEE – *reduced onboarding/orientation participation*

- ✓ **What is your definition (clarity?) and where is it written?**
 - Seasonal layoff, routine shutdown, work is unavailable – what impacts your crews?
 - Employment separation less than _____ days

18



Reality Check

You become Financially Responsible for New & Returning Employees on **Day 1**

Considerations

- ✓ **What are you hiring or bringing back after separation?**
 - Physical capability, range of motion limitations, personal injury, drug use, alcohol misuse, driving record, valid license, criminal record, domestic violence
- ✓ **Are you ok with the unknowns – *is the risk acceptable?***
 - Business decision to accept risk: Work Comp, auto, employment practice, liability
- ✓ **Once he/she begins work, the employer becomes financially responsible**
 - Aggravate/exacerbate injury, suspended/revoked license, addiction, mental health



19

19



Layoff or Separation of Employment

Is your process coherent?

A. Layoff Returning

- ✓ Expectation is to return to work

B. Separation of Employment

- ✓ No potential to rehire



20

20



Records to Assist Separation & Return...or Not

How are you recording employee performance issues?

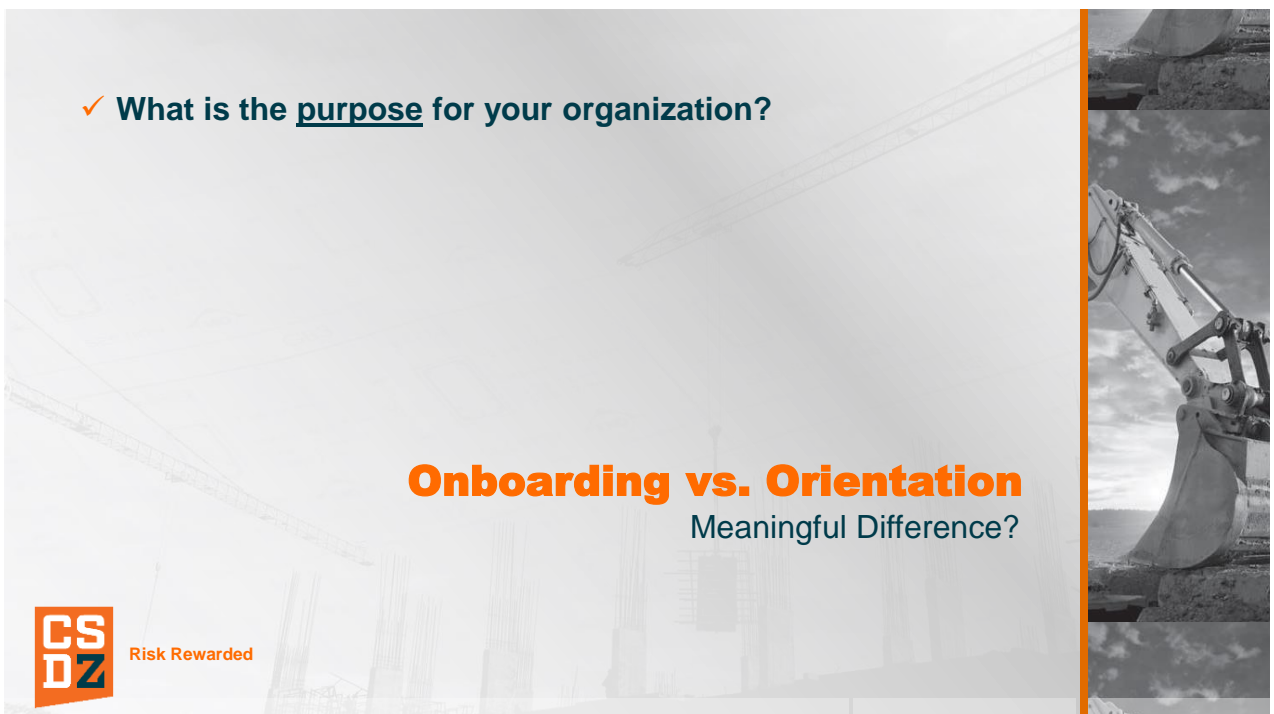
- ✓ Risk, safety, compliance
- ✓ Performance tracking
- ✓ Equipment
- ✓ Fleet
- ✓ Client compliant
- ✓ Attendance
- ✓ Quality of work
- ✓ Decision making
- ✓ Motivation
- ✓ Efficiency/waste
- ✓ Liability
- ✓ Utility damage
- ✓ Productivity
- ✓ Schedule
- ✓ Budget
- ✓ Teamwork
- ✓ Insubordinate
- ✓ Knowledge/skill gap
- ✓ Communication

ACCREDITED
IACET
PROVIDER

CS DZ Risk Rewarded

21

21



- ✓ What is the purpose for your organization?

Onboarding vs. Orientation

Meaningful Difference?

CS DZ Risk Rewarded

21

22

Onboarding vs. Orientation

Purpose of Onboarding

- A managed, proactive process for a new hire to **become accustomed to and integrate into an organization** to substantially improve her/his ability to understand the culture, blend into a high functioning member of a team, develop meaningful relationships, understand their leadership and, ultimately, perform at their best
- A professional onboarding program includes a detailed orientation process

Purpose of Orientation

- Methods focused on assisting new hires to **become familiar with the rules**, team dynamics, navigate the workspace, site layout, understand and practice organizational policies, procedures, technologies; logistics, equipment, materials, supplies, receive ID, security badges, keys, supplies, alarm codes, tools

The Bottom Line: provide a coherent process and allocate time for supervisors to engage their new team members



23

23



Is Your Onboarding Process Coherent?

Comprehensive & Engaging ... or Irrelevant Information Dump?

- | | |
|---|--|
| <ul style="list-style-type: none"> ✓ First engagement <ul style="list-style-type: none"> ▪ Obtain signed job acceptance, confirm start date ▪ New employee welcome packet, required documents ✓ Prepare new hire paperwork <ul style="list-style-type: none"> ▪ Tax forms (i.e., W-4 or W-9), all federal & state forms ▪ Employment agreement, non-disclosure, non-compete ▪ Legal documents, written acknowledgements ▪ Employee handbook, benefits literature, EAP ✓ Procure devices and equipment <ul style="list-style-type: none"> ▪ Computer, cell phone, tablet, job-specific devices ▪ Access to shared devices (<i>printer, copier, fax, etc.</i>) ✓ Set up accounts and create logins <ul style="list-style-type: none"> ▪ Intranet, WiFi access, job-specific technology ▪ Email access, add to notification lists, voicemail set-up ▪ Submitting timecards, mileage, pay apps, receipts ▪ Submit request for security clearance (<i>if applicable</i>) | <ul style="list-style-type: none"> ✓ Orientation <ul style="list-style-type: none"> ▪ Supervisor meeting, crew introduction, project layout ▪ Define project, job, task expectations ▪ Vehicle, equipment, tools, cards, badges, other assets ▪ Training, process, procedures, safety, compliance ✓ InDoc program <ul style="list-style-type: none"> ▪ History, culture, "WHY" you do things the way you do ▪ Expectations for you as a member of our team ▪ Expectations for you as an employee ▪ Assign a peer mentor, provide routine feedback ✓ Schedule routine check-ins <ul style="list-style-type: none"> ▪ Obtain onboarding feedback ▪ Schedule check-ins: 30-day, 60-day, 90-day |
|---|--|

24

24

Employee Engagement

Increased Engagement = Reduced Turnover

- ✓ Level of commitment, loyalty and enthusiasm among employees for their job and their employer – *is your new employee satisfied?*
- ✓ High employee engagement is typically correlated with improved job and organization performance, higher retention and lower turnover, improved productivity, reduced safety incidents, reduced absenteeism, and other key business outcomes



SHRM Foundation's Effective Practice Guidelines Series,
Talya N. Bauer, Ph.D, Onboarding New Employees: Maximizing Success



25

25



Is this your "Onboarding" program?

New **VISION** or another lame **VERSION** ?



26

26



Consider What You Should Stop Doing This Year

Too Much "New" can be Exhausting and Creates Resistance to Change



STOP Dumping Information on
New Hires and Expecting
Something in Return for Nothing



Sign this, take it home, read it and call me if you have any concerns...sound familiar?



STOP Throwing More
"Safety" at Problems Created
during Onboarding & Orientation



27

27

✓ How are you reinforcing expectations daily?

Project & Crew
Onboarding & Orientation



Risk Rewarded

28



The single biggest problem with communication is the illusion that it has taken place.

~ George Bernard Shaw

ACCREDITED
IA CET
PROVIDER

CS DZ Risk Rewarded

29



CS DZ **Supervisor Communicates Expectations Daily**

Whether You Admit it or Not, Your Supervisors Train Each Employee Every Day!

Performance

- ✓ **Quality**
 - Defined expectations
- ✓ **Quantity**
 - How much
- ✓ **Time**
 - How long
- ✓ **Method**
 - Process, sops
 - Your way of performing work

Behaviors

- ✓ **Communication**
- ✓ **Attendance**
- ✓ **Teamwork**
- ✓ **Initiative**
- ✓ **Attitude**

"If you can't explain it simply, you don't understand it well enough."
~ Albert Einstein

30

30



Common Sense Does Not Exist!

Never Assume Competency without Assessment

After an incident, has any one ever heard someone say:

"This never would have happened if he/she had some common sense!"



31

Onboarding Goal: Common Understanding

- ✓ **Defined, consistent and predictable**
 - All eyes seeing the same
 - All responses are comparable/equivalent
 - All actions are performed in a similar manner
- ✓ **Maintain a technical but practical focus on:**
 - a) **TASK** – *logical sequences...results...necessary precautions*
 - b) **EQUIPMENT** – *how to...what will happen...safe operation*
- ✓ **Following onboarding, can each employee answer:**
 - What do you want me to **KNOW**?
 - What do you need me to **DO**?



32



33

Politicking or Managing Contract Expectations?

Concern: beholden to a “bad” sub

- ✓ **Are you allowing someone to put you in a position of liability?**
 - Failure to comply, failure to perform, responsibility to pay for damages
- ✓ **What does the contract specifically state?**
 - How often are you debating or negotiating work rules?
 - Buy In – trying to “sell” something to someone who doesn’t agree with or hasn’t agreed to do what your asking them to do...and they don’t have to
- ✓ **Is your process creating cowardice in leadership?**
 - Are your subs managing you?
 - *Example:* leadership fears speaking to the subcontractor for fear of them leaving or not showing up the next day

34



Manage Expectations, Not Emotions

✓ Defined contract expectations for performing work, not means and methods

- Example: **Housekeeping** - at the end of each shift, each contractor shall pick up and completely dispose of all their trash by placing it in the onsite dumpster
- Specific, detailed addendums based on scope of work, trade specialty, tasks, equipment, safety, compliance, quality control
- Start small...like wearing pants!

✓ Outcomes for not performing to the terms of the contract

- **Example:** the removal of any contractor's employees or their lower tier employees from the project shall in no manner affect contractor's obligation to perform its work in accordance with the project schedule

Safety – Ryder C

Protection of Persons and Property

1. The removal of any contractor's employees or their lower tier employees from the project shall in no manner affect contractor's obligation to perform its work in accordance with the project schedule.
2. The Subcontractor and their lower-tier Subcontractors involved in unsafe acts or conditions will be directed to cease the work activity(s) until the condition(s) is brought into compliance with the site safety requirements. The costs to bring the work activity into compliance shall be incurred by the Subcontractor and at no time will costs be charged to *(INSERT COMPANY NAME)*. If the Subcontractor or their lower-tier Subcontractors fails to take the necessary actions to correct unsafe conditions, *(INSERT COMPANY NAME)* may correct the deficiency and back-charge the Subcontractor.
3. *(INSERT COMPANY NAME)* shall have authority to require the removal from the jobsite any employee of the Subcontractor or their lower-tier Subcontractors who fails to comply with the safety policies and program for the project and those required by law or directed by *(INSERT COMPANY NAME)*.
 - If any of Subcontractor's and/or their lower-tier Subcontractor's employee(s) are removed from this project as a result of safety violations; they cannot be transferred to another *(INSERT COMPANY NAME)* project being constructed by the Subcontractor.
 - The removal of any Subcontractor employees or their lower tier subcontractor employees from the project shall in no manner affect Subcontractor's obligation to perform its work in accordance with the project schedule.

35


Orientation Cycle

1. **Prebid:** each sub receives a copy of the defined expectations for their trade or scope of work to appropriately bid the project
 - ✓ Written acknowledgement by members of the project team
2. **Bid Award:** copy of defined expectations (*same as bid phase*) given to each contractor awarded a contract
 - ✓ Written acknowledgement by members of the project team
3. **Mobilization:** before the start of any work, PM, supervisor and crew receive onsite orientation using the same defined expectations signed by the project team at **prebid** and **bid award**
 - ✓ Written acknowledgement by foremen, superintendent and PM
 - ✓ PM and supervisor given a copy of defined expectations



36

36



Subcontractor Safety Orientation – Ryder C

Project Name: _____ Subcontractor Name: _____

Subcontractor Responsibilities

Initial ____ The removal of any contractor’s employees or their lower tier employees from the project shall in no manner affect contractor’s obligation to perform its work in accordance with the project schedule.

Initial ____ The Subcontractor and their lower-tier Subcontractors involved in unsafe acts or conditions will be directed to cease the work activity(s) until the condition(s) is brought into compliance with the site safety requirements. The costs to bring the work activity into compliance shall be incurred by the Subcontractor and at no time will costs be charged to **(INSERT COMPANY NAME)**. If the Subcontractor or their lower-tier Subcontractors fails to take the necessary actions to correct unsafe conditions, **(INSERT COMPANY NAME)** may correct the deficiency and back-charge the Subcontractor.

Initial ____ **(INSERT COMPANY NAME)** shall have authority to require the removal from the jobsite any employee of the Subcontractor or their lower-tier Subcontractors who fails to comply with the safety policies and program for the project and those required by law or directed by **(INSERT COMPANY NAME)**.

- If any of Subcontractor’s and/or their lower-tier Subcontractor’s employee(s) are removed from this project as a result of safety **(INSERT COMPANY NAME)** project being considered unsafe.
- The removal of any Subcontractor’s employees or their lower tier employees from the project shall in no manner affect the project schedule.
- Nothing contained in the contract shall prevent **(INSERT COMPANY NAME)** from immediately removing from the jobsite any Subcontractors whose conduct constitutes a safety requirement that could result in a safety incident.

Initial ____ The Subcontractor and their lower-tier Subcontractors shall comply with all safety requirements and standards with respect to their work. The Subcontractor and their lower-tier Subcontractors shall comply with all safety

Subcontractor Site Supervisor	Subcontractor Company Executive
I have been provided a copy of the (INSERT COMPANY NAME) safety requirements for this project and have read each item listed above. By initialing each item, I understand the project requirements.	I have been provided a copy of the (INSERT COMPANY NAME) requirements for this project and have read each item listed above. By initialing each item, I understand the project requirements.
Name (print): _____	Name (print): _____
Date: _____	Date: _____
Title: _____	Title: _____
Signature: _____	Signature: _____



InDoc Program

InDoc programs invest resources to go above and beyond the rules and requirements of an orientation to align contractor perspectives with the entity contracting the work and orchestrate expectations for:

A. Work culture

- Integrate contractor experience and insight into the work culture for the project

B. Operational norms

- We don't do "IT" like the place you came from...here's how we do "IT"...

C. Scheduling

- Integrate scheduling for related scopes of work to improve logistics & efficiency

D. Work habits

- Detailed, process-driven expectations for performing work



39

39



InDoc: Common Elements

1) History of your organization

- ✓ Story of how your organization got to where you are today
- ✓ **WHY** we perform work a certain way and employ specific methods

2) Expectations as a team member

- ✓ How work is planned
- ✓ How work is performed
- ✓ What you can expect to see and be apart of with your team on site
- ✓ What you can expect from your supervisor and team leads

3) Expectations as an employee

- ✓ Based on task, equipment, scope of work
- ✓ Compliance and rules
 - Drug/alcohol, safety, attendance, communication, incident reporting, emergency contacts, etc.

4) Craftsmanship and pride in work

- ✓ Expectations for managing quality
- ✓ Communicating how to accomplish daily goals and prevent rework
 - Organizing your workspace and storage areas
 - Minimizing waste

40

40

- ✓ **Attract and retain top talent**

Workforce Management Strategies

Set of Processes Designed to Optimize Workforce Performance



Risk Rewarded

41



Workforce Management Considerations

- ✓ **Owner investment & visible support**
- ✓ **Goals & objectives:** *short & long term*
- ✓ **Accountability:** *clearly defined expectations*
- ✓ **Onboarding process**
- ✓ **New hire vs. returning employee**
- ✓ **Temporary employees and/or temp-to-hire**
- ✓ **Written job descriptions**
- ✓ **Drug & alcohol testing**
- ✓ **Functional employment testing:** *WorkSTEPS*
- ✓ **Personality & behavioral testing**
- ✓ **Orientation methods:** *project, supervisor, crew*
- ✓ **InDoc program:** *employee & subcontractor*
- ✓ **Employee written acknowledgements**
- ✓ **Policy, program, manual, handbook**
- ✓ **Safety, health and compliance tools**
- ✓ **MVR & PSP review, scoring system**
- ✓ **Driver criteria for qualification/disqualification**
- ✓ **Driver road test:** *CMV, lowboy, trailer, auto*
- ✓ **Assessment:** *knowledge, skill, compliance*
- ✓ **Equipment demonstration**
- ✓ **Physical working environment**
- ✓ **Communicating expectations:** *project, task, quality*
- ✓ **Work planning methods:** *daily, crew, subcontractor*
- ✓ **Medical triage:** *WorkPartners*
- ✓ **Defined injury mgt. strategy & RTW program**
- ✓ **Wellbeing initiatives & mental health support**
- ✓ **Feedback & performance review**
- ✓ **Exit interviews**

42

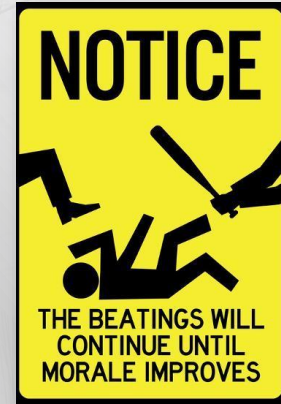
42



Goals - Defined Expectations - Accountability

**As a new hire,
what does
success look like?**

- ✓ Enterprise
- ✓ Division/Region
- ✓ Project
- ✓ Crew
- ✓ Employee
- ✓ Subcontractor

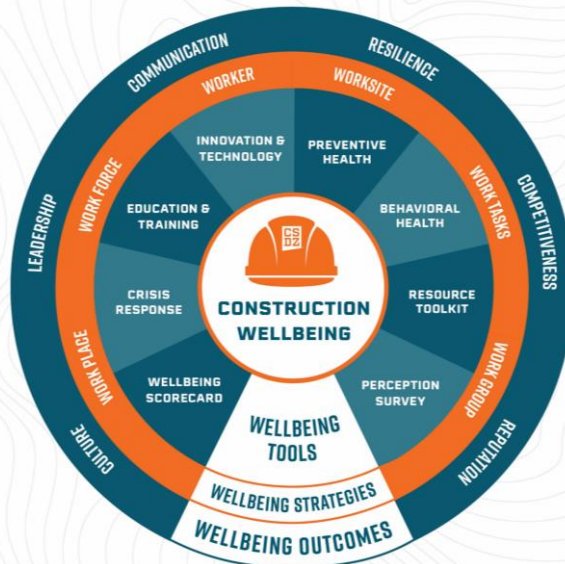


43

43



Wellbeing & Mental Health



- ✓ Critical incident stress debriefing
- ✓ Leave management
- ✓ Employee assistance program (EAP)
- ✓ Grief counseling
- ✓ Addiction support
- ✓ Marital counseling
- ✓ Depression
- ✓ Long-term health care for parents
- ✓ Financial advice
- ✓ Legal assistance
- ✓ Support lifelines

44

44



Written Job Descriptions

- ✓ Define the expectations of the position
 - Knowledge & Skill – know & do?
 - Measurable outcomes?
- ✓ Comprehensive list of routine functions
 - Flexible assignments or rigid limitations?
 - 20 CFR 416.967 - Physical Exertion Req'ts
- ✓ Broad enough to identify options and opportunities to keep employees working within the normal and routine function
 - Does not have to be HR hiring document, may only be part of Injury Management program
- ✓ Written employee acknowledgement
 - Post offer and annually

20 CFR 416.967 Physical Exertion Requirements

Sedentary Work

...lifting no more than 10 lbs. at a time...

Light Work

...lifting no more than 20 lbs. at a time with frequent lifting or carrying of objects weighing up to 10 lbs.

Medium Work

...lifting no more than 50 lbs. at a time with frequent lifting or carrying of objects weighing up to 25 lbs.

Heavy Work

...lifting no more than 100 lbs. at a time with frequent lifting or carrying of objects weighing up to 50 lbs.

Very Heavy Work

...lifting objects weighing more than 100 lbs. with frequent lifting or carrying of objects weighing \geq 50 lbs.

45

45



Construction Laborer

The construction laborer job function performs a wide variety of tasks and routine functions throughout the day to support construction activities. This position may be required to work outside in a wide variety of weather conditions, including; hot, cold, dry or wet, but also may be required to work inside, as well. The routine functions have a wide range of physical demands ranging from sedentary to very heavy physical exertion requirements. These terms have the same meaning as they have in the Dictionary of Occupational Titles, published by the Department of Labor in 20 CFR 416.967 - Physical Exertion Requirements.

Sedentary Work – Sedentary work involves lifting no more than 10 pounds at a time and occasionally lifting or carrying articles like docket files, ledgers, and small tools. Although a sedentary job is defined as one which involves sitting, a certain amount of walking and standing is often necessary in carrying out job duties. Jobs are sedentary if walking and standing are required occasionally and other sedentary criteria are met.

- Administration and recordkeeping – time cards, change orders, material delivery, truck tickets, plan review/verification, scheduling, equipment rental/return, etc.
- On-site traffic control vehicle/equipment: monitoring, tracking, counting, directing, coordination.
- On-going training and education at home or work location.
 - On-the-job task and equipment training.
 - In-person and classroom safety training.
 - On-line safety training.
- Fire watch.
- Flagger and flagging tasks.
- Parts/materials/tools/equipment delivery and/or pickup – assisted lifting, no load/unload.
- Pump watch for dewatering operations.
- Spotter for vehicles and equipment – utility, overhead lines, backing/close maneuvering, etc.
- SWPPP observations.
- Utility damage prevention observations, ticket verification/update, locate requests, locate meets.

Light Work – Light work involves lifting no more than 20 pounds at a time with frequent lifting or carrying of objects weighing up to 10 pounds. Even though the weight lifted may be very little, a job is in this category when it requires a good deal of walking or standing, or when it involves sitting most of the time with some pushing and pulling of arm or leg controls. To be considered capable of performing a full or wide range of light work, you must have the ability to do substantially all of these activities. If someone can do light work, we determine that he or she can also do sedentary work, unless there are additional limiting factors such as loss of fine dexterity or inability to sit for long periods of time.

- Layout, verification, grading and staking.
- Housekeeping and general clean-up duties – indoors and/or outdoors.
 - Job site, yards, storage areas, office, fabrication shop, mechanic shop, other work locations.
- General material, equipment and tool inventory, tracking and control – indoors and/or outdoors.
- Rigging tasks with polyester and nylon straps.

- Site security.
- Provide main/front gate control – station at gate and provide site security.
- Inspections (random and scheduled) for day/night jobsite and building security at job sites, yards, storage areas, offices, fabrication shops, mechanic shops and other work locations.
- Vehicle and equipment inspections, compliance checks and recordkeeping.

Medium Work – Medium work involves lifting no more than 50 pounds at a time with frequent lifting or carrying of objects weighing up to 25 pounds. If someone can do medium work, we determine that he or she can also do sedentary and light work.

- Adjusting and cleaning tracks on equipment.
- Assist and help carpenters and other trade workers when necessary.
- Floor mounted grinder use and tasks.
- Forklift operation all classes – indoors and/or outdoors.
- Hand and power tool use – drills, sawzall, hammer drills, etc.
- Handcart use – indoors and/or outdoors.
- Material laydown and equipment storage areas: organization and inventory.
- Mixing concrete and mortar in small quantities (5-gallon bucket).
- Pressure washing: job-specific tasks, clean up, equipment, vehicles.
- Raking and spreading materials.
- Rigging tasks with chains.
- Shoveling and digging.
- Skid steer operation, inspection, maintenance.
- Torch cutting.
- Unloading/loading materials, equipment and tools.
- Vehicle and equipment preventative/scheduled maintenance.

Heavy Work – Heavy work involves lifting no more than 100 pounds at a time with frequent lifting or carrying of objects weighing up to 50 pounds. If someone can do heavy work, we determine that he or she can also do medium, light, and sedentary work.

- Concrete and mortar activities.
 - Build and place form work for concrete placement.
 - Dismantle/strip formwork after concrete placement.
 - Shovel/rake concrete during placement.
 - Move concrete placing equipment.
 - Move and place brick, block and mortar for masonry work.
 - Grouting.
 - Rubbing/brick finishing.
- Cut off saw use: concrete, asphalt, pipe, metals, etc.

46



Functional Employment Testing



Medically safe, legally compliant, scientific and objective means of matching a worker's functional capabilities with the essential functions of the job

Question: what does WC assume?

Answer: 100% health

- ✓ Aggravated or exacerbated?

Contractor Benefits

- ✓ Historical pre-injury data from tests used as a "baseline" for WC claims
- ✓ Testing data assists with claim resolution
- ✓ Testing mitigates claim frequency & cost
- ✓ Reduction in lost time cases
- ✓ Diminished WC fraud/abuse
- ✓ Decreased turnover
- ✓ Reduced EMR impact & WC premiums
- ✓ WorkSTEPS testing helps evaluate physical performance and capabilities post-injury
- ✓ WorkSTEPS data helps facilitate methods to reduce employee time-lost due to injury

47

47

Drug & Alcohol Testing Compliance



DSCI

DRUG SCREENING
COMPLIANCE INSTITUTE

866-775-DSCI (3724)

support@drugscreeningci.com

DSCI assists contractors and other employers, HR professionals, TPA's, manufacturers, safety professionals, MRO's, insurance providers, risk managers, lawyers, service providers with workplace drug and alcohol screening policy, procedure, risk, education, training and compliance.

- ✓ **You may or may not be able to retain the right to a drug-free workplace**
 - Each contractor should consult with an attorney for specific policy language, limitations and restrictions
- ✓ **Written policy specific to state(s) of operation – specific addendums?**
 - Coverage, prohibited conduct, type, frequency, consequences



48

Written Acknowledgements

Employees acknowledge their understanding of specific responsibilities and company policy:

- A. Written Job Description
- B. Employee Handbook – *reinforce specific expectations*
- C. Injury & Incident Reporting
- D. Injury Management & Return to Work Program
- E. Drug & Alcohol Testing
- F. MVR & PSP Scoring Criteria for Driver Qualification
- G. Fleet Policy & Driver Disqualifications
- H. Accountability and Disciplinary Actions
- I. Workplace Violence, Anti-Harassment, Diversity



49

- ✓ Method of collecting information for the purpose of making a specific decision about an employee
- ✓ Effective assessment tools reduce the degree of error in making decisions for hiring, placement, promotion, referral, retention, and entry into programs leading to advancement

Assessment
Onboarding & Orientation



50



Assessment & Selection Considerations

A. Cost of administering an assessment

B. Purpose of the assessment vs. C. Outcome reliability & validity

- ✓ Accomplishment records
- ✓ Reference checking
- ✓ Assessment centers
- ✓ Biodata
- ✓ Cognitive ability
- ✓ Emotional intelligence
- ✓ Integrity/honesty tests
- ✓ Job knowledge tests
- ✓ Personality tests
- ✓ Situational judgment test
- ✓ Structured interviews
- ✓ Training and experience
- ✓ Work samples
- ✓ Background evaluation/investigation
- ✓ Job fit measures
- ✓ Physical ability tests
- ✓ Functional testing
- ✓ Realistic job previews

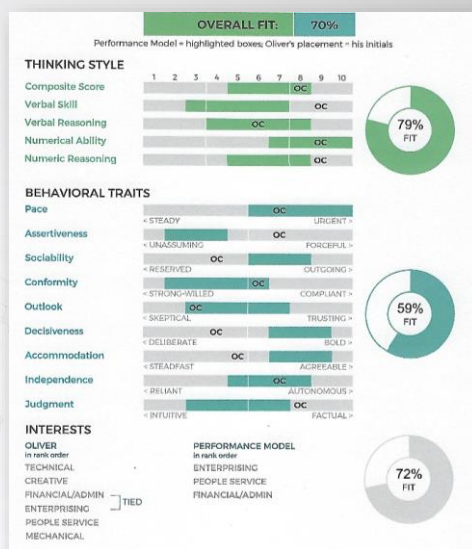
<https://www.opm.gov/policy-data-oversight/assessment-and-selection/>

51

51

Personality Testing

Perspective: an organization is nothing more than a group of people trying to get along



- ✓ Evaluation method to integrate a new team member and improve existing team dynamics
 - EX – Joe and Susie may not work well together on a team because...
 - Be sure to _____ for best outcomes
- ✓ Think of this as “one piece of a puzzle” for *Risk Profiling*
 - Evaluation of an individual's willingness and ability to take risks



Risk Rewarded

52



“At-Risk” Behavioral Testing

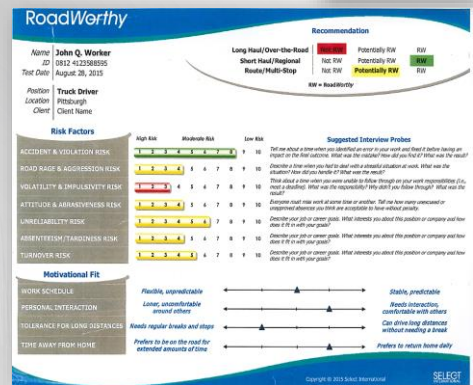
“Don't Hire the Problem”

Identify individuals with high-risk behaviors and provide a contractor with the ability impact losses through better workforce management

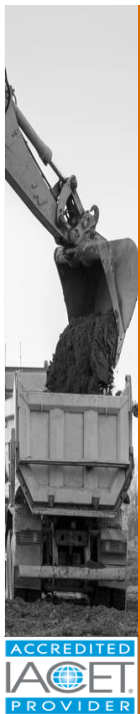


Select4Hire Integrity Test Statistics:

- a) Reduces turnover on average by 30%
- b) Reduces the number of WC claims on average by 48%
- c) Reduces the size of work comp claims on average by 19%



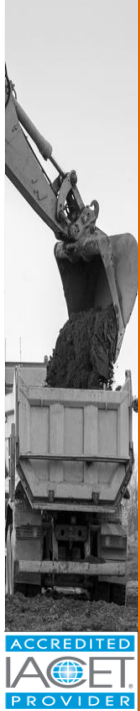
Dennis Fox - dennisfox@clientdevelopmentinst.com (703) 435-7355



Assessment: Skilled Trade

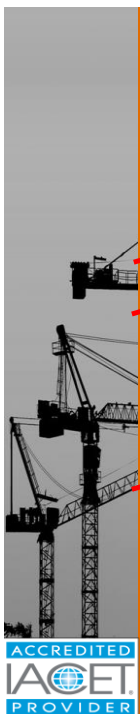
- ✓ Journey-level verification
 - Welding
 - Electrical
 - Mechanical/HVAC
 - Plumbing
 - Mechanics
 - Carpentry
- ✓ Clearly define responsibilities
- ✓ Reinforce expectations
- ✓ Types of assessment:
 - Demonstrate problem-solving
 - Scenario-based problem/solution
 - Use of technology or specialized equipment
 - Written or online testing
 - Virtual reality





Equipment Demonstration

- ✓ Supervisor & employee coaching
 - Expectations reinforced
- ✓ Validate specific knowledge & skill
 - Demonstrate his/her abilities
- ✓ Simulation technology



**Equipment Operator Evaluation Form
- Excavator -**

Operator Name: _____ Project: _____

Mobile Equipment (Make, Model): _____

KNOWLEDGE EVALUATION:	Yes	Fair	No	NA
Understands fueling procedures for equipment and project				
Familiar with and understands Operator's Manual				
Understands maintenance/repair procedures (e.g., project reporting, LOTO)				

PREPARATION:	YES	FAIR	NO	NA
Wears proper PPE (hardhat, safety glasses/boots, vest)				
Fastens seatbelt				
Performs a documented inspection with appropriate checklist				

STARTING:	YES	FAIR	NO	NA
Conducts 360 walkaround				
Enters equipment with 3 points of contact while facing equipment				
Starts equipment properly				
Tests steering, brakes, horn, backup alarm (must be audible)				
Checks controls and levers for proper operation				
Performs functional tests of hydraulics through full range of motion				
Shifts transmission smoothly and efficiently				

DEMONSTRATION OF PROPER EQUIPMENT-SPECIFIC OPERATION:	YES	FAIR	NO	NA
Refer to page 2 of this form for equipment-specific topics				

SHUTDOWN:	YES	FAIR	NO	NA
Attachments to ground; hydraulics released				
Proper gear/parking brake set				
Proper engine shutdown procedures				
Removes ignition key				
Exits equipment with 3 points of contact while facing equipment				
Cleans, secures, inspects, lubricates equipment as appropriate				

Signature of Applicant _____ Date _____ Print Name _____

Performance Accepted By _____ Date _____ Performance Rejected By _____ Date _____

Basics for Rejection: _____

**Equipment Operator Evaluation Form
- Excavator -**

(Refer to Operator's Manual for Specific Recommendations)

WORKSITE EVALUATION:	YES	FAIR	NO	NA
Checks area around work site for obstacles, overhead wires, indicators of underground lines and pipes				
Verifies need for and presence of Excavation Permit				

TRAVELING TO/FROM JOB SITE:	YES	FAIR	NO	NA
Verifies intended travel path is clear of obstructions				
Maintains appropriate speed				
Demonstrates proper use of tracks for turning				
Uses pads/mats when crossing roadways				

DEMONSTRATES EFFICIENT CONTROL AND USE OF EXCAVATOR DURING DIGGING:	YES	FAIR	NO	NA
Properly positions vehicles/haul trucks within the work zone for safe, efficient operation				
Manipulates all controls without error to accurately move the upperstructure, bucket and boom in the intended direction				
Operates machine slowly through first few complete digging cycles to warm the hydraulic oil throughout the system				
Swings upper structure and boom in a smooth, continuous motion from the digging position to the unloading position at the spoil location or into the hauling truck				
Loads material into haul truck without striking truck and with minimal spillage				
Places excavated material at least two feet from edge of trench/excavation				
Maximizes the efficiency of the digging cycle by using several controls simultaneously				
Uses the bucket action while retracting the boom to dig and shape a ditch in one operation				
Maintains an effective grade in cleaned ditches				
Maintains an even cut and smooth finish in excavations				
Uses appropriate size bucket for task				
Inspects all quick couplers after changing attachments; verifies and tests				
Ensures personnel do not enter the swing radius				
After acknowledging an approaching person, places bucket on ground, hands off controls				



Inspection & Maintenance Expectations

Equipment	Daily Checks	Weekly Checks	Monthly Checks	Scheduled Maintenance
2 TONS & TANDEM TRUCKS	Complete Driver's Inspection Report <u>Reporting Driver completes in p.m.</u> <u>Reviewing Driver completes in a.m.</u> ✓ Beacon light ✓ Backup alarm ✓ Clean out trash	✓ Grease ✓ Wash interior & exterior ✓ Tire pressure ✓ Adjust brakes ✓ Complete equipment tracking sheet	✓ Cab card ✓ Insurance card ✓ Fire extinguisher/sign off ✓ DOT sticker for expiration ✓ Accident investigation kit ✓ First Aid kit	Full Preventative Maintenance Every 12,000 miles / annually
1 TON TRUCK	Complete Driver's Inspection Report <u>Reporting Driver completes in p.m.</u> <u>Reviewing Driver completes in a.m.</u> ✓ Beacon light ✓ Backup alarm ✓ Clean out trash	✓ Grease ✓ Wash interior & exterior ✓ Tire pressure ✓ Complete equipment tracking sheet	✓ Cab card ✓ Insurance card ✓ Turn in IRP / IFTA Trip Sheet (if applicable) ✓ Fire extinguisher/sign off ✓ DOT sticker for expiration ✓ Accident investigation kit ✓ First Aid kit	Full Preventative Maintenance Diesel = every 12,000 miles / annually Gas = Every 6,000 miles / annually
DIESEL PICKUPS	Complete Driver's Inspection Report <u>Reporting Driver completes in p.m.</u> <u>Reviewing Driver completes in a.m.</u> ✓ Engine oil ✓ Antifreeze ✓ Power Steering ✓ Check Lights/ Beacon light ✓ Brake Fluid- DO NOT ADD ✓ Clean out trash	✓ Grease ✓ Wash interior & exterior ✓ Tire pressure ✓ Wash ✓ Complete equipment tracking sheet	✓ Cab card ✓ Insurance card ✓ Turn in IRP / IFTA Trip Sheet (if applicable) ✓ Fire extinguisher/sign off ✓ DOT sticker for expiration ✓ Accident investigation kit ✓ First Aid kit	Full Preventative Maintenance Every 12,000 miles / annually
SKID LOADER BACKHOE PLOW TRENCHERS	✓ Engine oil ✓ Grease ✓ Antifreeze ✓ Hydraulic fluid ✓ Lights/ Beacon light ✓ Back up alarm	✓ Wash ✓ Air filter ✓ Hose condition ✓ Tire pressure & condition ✓ Complete equipment tracking sheet		Full Preventive Maintenance Every 250 hours / annually John Deere Backhoes under service agreement with RDO Equipment Every 500 hours / annually
DOZER TRACKHOE	✓ Engine oil ✓ Grease ✓ Antifreeze ✓ Hydraulic fluid ✓ Lights/ Beacon light ✓ Back up alarm ✓ Track Tension	✓ Wash ✓ Air filter ✓ Hose Condition ✓ Complete equipment tracking sheet		Full Preventive Maintenance Every 250 hours / annually

- ✓ Fleet manager contact info
- ✓ Out-of-service notification
- ✓ Preferred vendors or suppliers
- ✓ Maintenance approval process
- ✓ Recordkeeping expectations



57

57

Training Temporary Agency Employees

Temporary/Leased Employees & Temp-to-Hire Services

Contractual agreement: clearly define the responsibility for providing assessment, compliance training, equipment qualification, etc.

- ✓ **OSHA has issued several letters of interpretations about training temporary employees**
 - Basically, it's a shared responsibility for assuring employees are adequately trained
- ✓ **Operating Equipment:** temporary agency or contracting employer may conduct the training and evaluation of operators from a temporary agency as required by the standard – e.g. *forklift*
- ✓ **Site-specific Information & Training:** employer entering into a contract with the temp agency must provide on the use of particular types of equipment and workplace-related topics, which are present



57

58

- ✓ Regulated
- ✓ Unregulated

Fleet Risk

Onboarding & Orientation



Risk Rewarded

59



Negligent Entrustment

- ✓ **Allowing an employee to drive a company vehicle when the employer knows or should reasonably have known the employee is unlicensed, incompetent, reckless or unsafe**
 - May apply to operating construction equipment
- ✓ **Liability may extend to employees who use their own personal vehicles to conduct company business**
 - **EXAMPLES** of non-owned auto liability:
 - A. Travel between work sites
 - B. Offsite work meetings
 - C. Deliver company tools or materials to a project
 - D. Pick up lunch for a meeting
 - E. Drive to the airport for business travel

Investigations Typically focus on Program to Practice

- A. **Documented and communicated driver safety policies**
 - Driver eligibility
 - Defensive driving
 - Distracted driving, drowsy/impaired driving
 - Seat belt use
 - Inspections and maintenance
 - Accident reporting and investigation
 - Ongoing training
- B. **Active enforcement of those policies**
 - Monitoring driver behaviors: Cell-phone blocking apps, cameras/AI, telematics, "How's My Driving?", etc.
 - Timely feedback and coaching
 - Consistently applied discipline

60

60

Onboarding: Identify, Select & Qualify Drivers

- ✓ As a company, you have a responsibility to ensure that only licensed, competent, and safe drivers are behind the wheel
 - To fully understand your vehicle and driver exposures, you must recognize and respond to who is driving on your behalf

Driver Selection & Qualification Process

- ✓ Identify tools to help you assess driver performance
 - Interview, background check, MVR, PSP, road test, D&A testing, entry level driver training, DOT physical, defensive driving training
- ✓ Define criteria for “acceptable” driving records
 - How do you handle “borderline” or “unacceptable” drivers?
 - Answer: get him/her a chauffeur, non-driver position, reassignment, re-training, probation, withdraw job offer, termination



61

MVR for Driver Selection & Qualification

- ✓ A driver’s MVR defines past driver behavior and can predict potential future accident exposure.
 - MVR Vendors are NOT created equal – you get what you pay for
 - National Search Ability & “Change of Status” Notifications
- ✓ MVR review requirements and frequency
 - CDL’s are required by FMCSA
 - Initial upon hire, annual, periodic updates on performance
- ✓ Non-DOT (unregulated) vs. DOT Drivers (regulated)
 - DOT establishes specific criteria to qualify or disqualify a driver to operate a company CMV
 - Non-DOT drivers, company has the latitude to determine their own driver qualification criteria
 - There is a liability exposure for “weak” qualification criteria
- ✓ MVR may not show all CMV violations
 - Pre-employment Screening Program (PSP)



62



MVR Example

TYPE	VIOL/SUSP	CONV/REI	DESCRIPTION	CODE	POINTS
NUM	03/04/2021		INITIAL OFFENDER WARNING LETTER		
VIOL	07/07/2014		OPERATING WHILE INTOXICATED AGD CODE: A21 DISP: GUILTY CIT NBR: LK355046 OPR AS CLASS M BURNETT COUNTY CIRCUIT COURT CASE NUMBER: 2010250007 STATUTE: 346.631(A) WD CROSS REF: R13434, D031821	OWI	0
VIOL	05/12/2004	04/27/2005	OPERATING WHILE INTOXICATED AGD CODE: A21 DISP: GUILTY OPR AS CLASS D STATE: MINNESOTA LOCATOR REF: R022094	OWI	
VIOL	05/29/1999	01/04/2000	OPERATING WHILE INTOXICATED AGD CODE: A21 DISP: GUILTY OPR AS CLASS D STATE: MINNESOTA WD CROSS REF: R022094 LOCATOR REF: R022094	OWI	
VIOL	04/11/1999	04/29/1999	OPERATING WHILE INTOXICATED AGD CODE: A21 DISP: GUILTY OPR AS CLASS D STATE: MINNESOTA LOCATOR REF: R022094	OWI	
NUM	03/05/2021		SURRENDERED CLASSES AND ENDORSEMENTS LICENSES: BARRACKS02 DOT ACTION DURATION: INDEFINITE CASE NBR: V84568 AFFECTED: REGULAR LICENSE CLASS: A CLASS: B CLASS: C N - TANKER T - DOUBLES/TripLES DRIVER ELIGIBILITY UNIT	LCA	
REVO	06/03/2014		REMOVED LICENSE / APPEAR FOR ASSESSMENT INTERVIEW REVOKED DOT ACTION DURATION: 309 DAYS CASE NBR: R146269 ORDER MAILED: 06/23/2014 ELIGIBLE FOR REIN: 10/26/2016 UNCLAIMED	NCI	
REIN	01/05/2017		REINSTITATED		
NSU	02/26/2014		DISQUALIFICATION DISQUALIFIED DOT ACTION DURATION: 1 YEARS CASE NBR: D031821 ORDER MAILED: 02/26/2014 REDUCED DAYS: 286 CREDIT DAYS: 78 WD CROSS REF: R13434 ELIGIBLE FOR REIN: 01/03/2015 UNCLAIMED	DIS	
REIN	01/05/2017		REINSTITATED		

TYPE	VIOL/SUSP	CONV/REI	DESCRIPTION	CODE	POINTS
REVO	01/07/2014		OPERATING WHILE INTOXICATED REVOKED BURNETT COUNTY CIRCUIT COURT DURATION: 2 YEARS CASE NBR: R13434 ORDER MAILED: 01/07/2014 WD CROSS REF: D031821 ELIGIBLE FOR REIN: 01/07/2016 UNCLAIMED	OWI	
REIN	01/05/2017		OPERATING WHILE INTOXICATED REVOKED DOT ACTION DURATION: 1 YEARS CASE NBR: R022934 ORDER MAILED: 07/16/2001 ELIGIBLE FOR REIN: 01/24/2001	OWI	
REIN	09/20/2002		REINSTITATED		

*** END OF REPORT ***

Example: MVR Scoring & Disqualification Criteria

Company MVR review process uses previous 24-months of driving history


Type - A	Type - B	Type - C	Type - D
Ineligible for Hire or Termination of Employment	Permanent Non-Driver	15-points	5-points
DWI in Company Vehicle	Homicide in a Non-Company Vehicle	DWI in a Non-Company Vehicle	Failure to stop or yield
Homicide in a Company Vehicle		Careless/Reckless Driving in Any Vehicle	Improper Lane Change
Eluding Police in a Company Vehicle		Driving with a Revoked License in Any Vehicle AND subject to a four-week suspension without pay	Seat Belt Violation
Not Reporting an Accident in a Company Vehicle		Eluding Police	Speeding
Failure to Comply with the Accident Drug Testing Policy			All other minor moving violations


REMEDIAL ACTION (based on cumulative points)

- 10 POINTS** = In-house defensive driving course provided by the Safety Department.
- 15 POINTS** = Employee meets with their Manager and the Safety Department, and the Manager issues a documented Verbal Warning, which is sent to the Human Resources Department. In-house defensive driving course may be requested if not already issued (above for 10)
- 20 POINTS** = Defensive Driving Class at employee's expense, and the Manager issues a documented Written Warning, which is sent to the Human Resources Department.
- 25 POINTS** = Company driving privileges are discontinued, and may be subject to termination.

It doesn't have to be fancy or complicated to be effective










PRE-EMPLOYMENT SCREENING PROGRAM
Making roads safer—one hire at a time.

<https://www.psp.fmcsa.dot.gov/psp>

- ✓ **FMCSA Data:**
 - Companies using PSP to screen new hires **lower their crash rate by 8% and driver out-of-service rates by 17%**, on average, compared to those not using PSP
- ✓ **PSP helps motor carriers make more informed hiring decisions by providing secure, electronic access to a commercial driver’s 5-year crash and 3-year inspection history from the FMCSA Motor Carrier Management Information System (MCMIS).**
 - Records are available for commercial drivers, motor carriers, and companies conducting pre-employment screening for the carrier industry.



PSP Detailed Report

Driver Information																				
Last Name			First Name			License #			State											
[REDACTED]									VA				←							
									NY				←							
Crash Activity (5 year history from MCMIS snapshot date)																				
Crash Summary (Crashes listed represent a driver’s involvement in FMCSA-reportable crashes, without any determination as to responsibility.)																				
←		# of Crashes: 4		# of crashes with Fatalities: 1		# of Crashes with Injuries: 3		# of Towaways: 3												
←		# Not preventable: 1		# of Fatalities: 1		# of Injuries: 4		# of Hazmat Releases: 0												
Crash Details (Crashes listed represent a driver’s involvement in FMCSA-reportable crashes, without any determination as to responsibility.)																				
	Date	DOT #	Carrier Name	Driver Name	Drive Lic	State	Driver DOB	Rpt St	Rpt Number	Location	# Fatalities	# Injuries								
1	[REDACTED]									I66 EB .5M E RT 29	0	1								
2										I 405 NB	1	2								
↳ ROW 2 REVIEWED - NOT PREVENTABLE - FMCSA REVIEWED THIS CRASH AND DETERMINED THAT IT WAS NOT PREVENTABLE.																				
3	[REDACTED]									I 87 NB	0	1								
4										I 95 SB	0	0								
Inspection Activity (3 year history from MCMIS snapshot date)																				
Inspection Summary																				
Driver Summary				Vehicle Summary				Hazmat Summary												
Driver Inspections:				4				Vehicle Inspections:				4								
Driver Out-of-service Inspections:				2				Vehicle Out-of-service Inspections:				1								
Driver Out-of-service Rate:				←				50%				Vehicle Out-of-service Rate:				←				
												25%								
												0%								



PSP Inspection & Violation Details

Inspection Details												
Carrier Info				Driver Info				Inspection Info				
	Date	DOT #	Carrier Name	Driver Name	Drive Lic	State	Driver DOB	Rpt St	Rpt Number	Hazmat Insp	Insp Level	# of Viol
1								LA		N	1	3
Vehicle Violation:			393.47(e)	CLAMP/ROTO TYPE BRAKE(S) OUT-OF-ADJUSTMENT		NON-OOS						
Vehicle Violation:			393.95(f)	NO/INSUFFICIENT WARNING DEVICES		NON-OOS						
2								VA		N	1	1
Vehicle Violation:			393.42(a)	INOPERATIVE OR MISSING BRAKE		OOS - This violation does NOT apply to						
3								CA		N	1	1
Co-Driver Violation:			393.45	Brake tubing and hose adequacy		NON-OOS - This violation does NOT apply to						
4								WA		N	1	3
Driver Violation:			392.5(a)(2)	DRIVING UNDER THE INFLUENCE		OOS						
State Citation#:			TX568552	State Citation Result: Convicted of different charge								
Driver Violation:			395.3(a)(3)(i)	DRIVING BEYOND 11 HOUR RULE		OOS						

Violation Summary			
Violation #	Description	# of Violations	# of Out-of-service Violations
393.47(e)	CLAMP/ROTO TYPE BRAKE(S) OUT-OF-ADJUSTMENT	1	0
393.95(f)	NO/INSUFFICIENT WARNING DEVICES	1	0
393.42(a)	INADEQUATE BRAKE SYSTEM ON A CMV	1	1
395.3(a)(3)(i)	DRIVING BEYOND 11 HOUR RULE	1	1
392.5(a)(2)	DRIVING UNDER THE INFLUENCE <i>State citation result: Convicted of different charge</i>	1	0

67



Demonstrate Knowledge & Skill

DRIVER ROAD TEST - Driver Evaluation

Driver's Name: _____ Date: _____ Location: _____ Position: _____

Type of License: Commercial Non-Commercial # Commercial, What Class of CDL: _____

Non-Commercial License Test Vehicle: _____ CDL, Manual Transmission Test Vehicle: _____

FMCSA Med Card Required for All Road Tests. Does the Driver Have a Med Card? Yes No (May Not Test) Med Card Expiration Date: _____

Driver's Signature: _____ Evaluator's Signature: _____

INSPECTION and DOCUMENTATION

1. Driver Demonstrates Review of Previous Day's Post Trip Driver's Vehicle Inspection Report	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
2. Inspection - Engine Compartment	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
3. Inspection - Vehicle Front & Front Axle	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
4. Inspection - Air Brake and Parking Brake Tests	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
5. Inspection - Vehicle Vehicle	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
6. Inspection - Vehicle Side	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
7. Inspection - Vehicle Rear & Rear Axle(s)	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
8. Inspection - Vehicle Lights & Reflectors	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
9. Inspection - Coupling Device	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
10. Inspection - Trailer Axle(s) & Frame	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
11. Inspection - Trailer	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
12. Inspection - Trailer Lights & Reflectors	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
13. Driver Demonstrates Coupling and Uncoupling of Vehicle and Trailer Combination	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
14. Driver Demonstrates How to Inspect, Service & Test a Trailer's Emergency Brakes System	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
15. Driver Demonstrates Load Securement of Materials and Equipment	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
16. Driver Demonstrates Completion of PRE-Trip Driver's Vehicle Inspection Report	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
17. Driver Demonstrates Initial Set-up & Completion of Daily Logbook <i>(For TRACTOR/TRAILER UNITS ONLY)</i>	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
18. Driver Demonstrates Completion of RHQFTA YTP Sheet <i>(If APPLICABLE to DRIVER and STATE)</i>	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL

DRIVING SKILLS TEST

1. Skill Test - Starting	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
2. Skill Test - Expressway Driving	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
3. Skill Test - Parking / Roadside Stop	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
4. Skill Test - Hazardous Conditions	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
5. Skill Test - Stopping the Vehicle	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
6. Skill Test - Intersections	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
7. Skill Test - Straight Line Backing	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
8. Skill Test - Curved Path Backing	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
9. Skill Test - Hazardous Driving	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
10. Skill Test - Height & Weight Limits	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
11. Driver Demonstrates Accurate Location and Placement of Emergency Triangles	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
12. Driver Demonstrates Completion of POST-Trip Driver's Vehicle Inspection Report	<input type="checkbox"/> N/A <input type="checkbox"/> PASS <input type="checkbox"/> REFAIL

Automatic Disqualification: If Yes, List Disqualification: _____

EVALUATION PASS REQUIREMENT: The Number of Passing Standards Divided By the Total Number of Applicable Standards Must Equal 80% or Greater to Pass Driver Road Test

(_____ Passing Standards) ÷ (_____ Total Applicable Standards) = _____ %

FINAL EVALUATION of DRIVER ROAD TEST PASS FAIL

- ✓ Proper use
- ✓ Inspection
- ✓ Maintenance
- ✓ DVIR recording
- ✓ Trailer Coupling
- ✓ Brake tests
- ✓ Air brake safety
- ✓ Load securement
- ✓ Load height / weight
- ✓ Straight line backing
- ✓ Curved path backing
- ✓ Emergency brake away setup
- ✓ Logging & eLogs

DRIVER ROAD TEST - Lowboy Evaluation

Driver's Name: _____ Date: _____ Location: _____ Position: _____

Evaluator's Name: _____ Evaluator's Signature: _____

POWER SUPPLY OPTIONS

1. Driver Identifies the Power Supply Option of Lowboy - Self Contained, Wet Kit or Combination Wet / Self Contained PASS REFAIL

DETERMINING LOAD LIMITS and LOAD HEIGHT

1. Driver Identifies the Federal Certification (R) Label with the GVWR and GVHT & Knows the Correlation / Application of Each PASS REFAIL

2. Driver Can Correctly Calculate Available Cargo Capacity of the Trailer - (GVWT) - (Empty Weight of Trailer) PASS REFAIL

3. Driver Demonstrates How to Accurately Determine Load Height PASS REFAIL

4. Driver Demonstrates How to Verify Any Special Permit Height and Weight Compliance Limitations PASS REFAIL

5. Driver & Evaluator Review OQ Containing's DOT Permitting Procedures, Driver Acknowledges Understanding of Responsibilities PASS REFAIL

INSPECTION

AIR LINES	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL	FIFTH WHEEL COUPLING	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
ELECTRICAL LINES & CONNECTIONS	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL	HUB OIL SEALS & AXLE SEALS	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
HYDRAULIC HOSES	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL	GLAD HANDS	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
SHANK CHAINDRIVES	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL	WIDE FLAT / SLOTTED SHANKS	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
BRAKE DRUM & ROTOR	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL	REAR END PROTECTION	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
CONNECTIVITY TAPE	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL	RIMI & LISO NETS	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
SECURING	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL	SHOCK AIR BORERS	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
DOT PAPERWORK & ANNUAL INSPECTION	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL	BLACK ADAPTERS	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
FRAME	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL	SUSPENSION / SPRINGS / MOUNTS	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
LIGHTS & REFLECTORS	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL	TIRE & VALVE ITEMS	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL

PREVENTATIVE MAINTENANCE

1. Grease and Service the Maintenance Standards	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
2. Tire Pressure and Tread Depth	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
3. Measuring Brake Stroke on Slack Adjusters	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL

OPERATION

1. Coupling & Uncoupling Trailer from Power Unit	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
2. Engage & Disengage the Power Supply	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
3. Detaching the Trailer Set	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
4. Outrigger / Extension Braker Setup & Operation, Required Dimensional Lumber, Manufacturer's Limitations	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
5. Loading & Unloading Equipment	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
6. Load Securement, Determining Load Weight, Load Placement, Number & Position of Straps	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL
7. Re-attaching the Trailer Set	<input type="checkbox"/> PASS <input type="checkbox"/> REFAIL

AUTOMATIC DISQUALIFICATION

List Automatic Disqualification: _____ YES NO

FINAL ASSESSMENT: Driver May Operate - Model: _____ Type: Self Contained / Detachable PASS FAIL

Copy of Operations / Maintenance Manual Received - Driver Initials: _____

Driver's Name: _____ Driver's Signature: _____ Date: _____

68

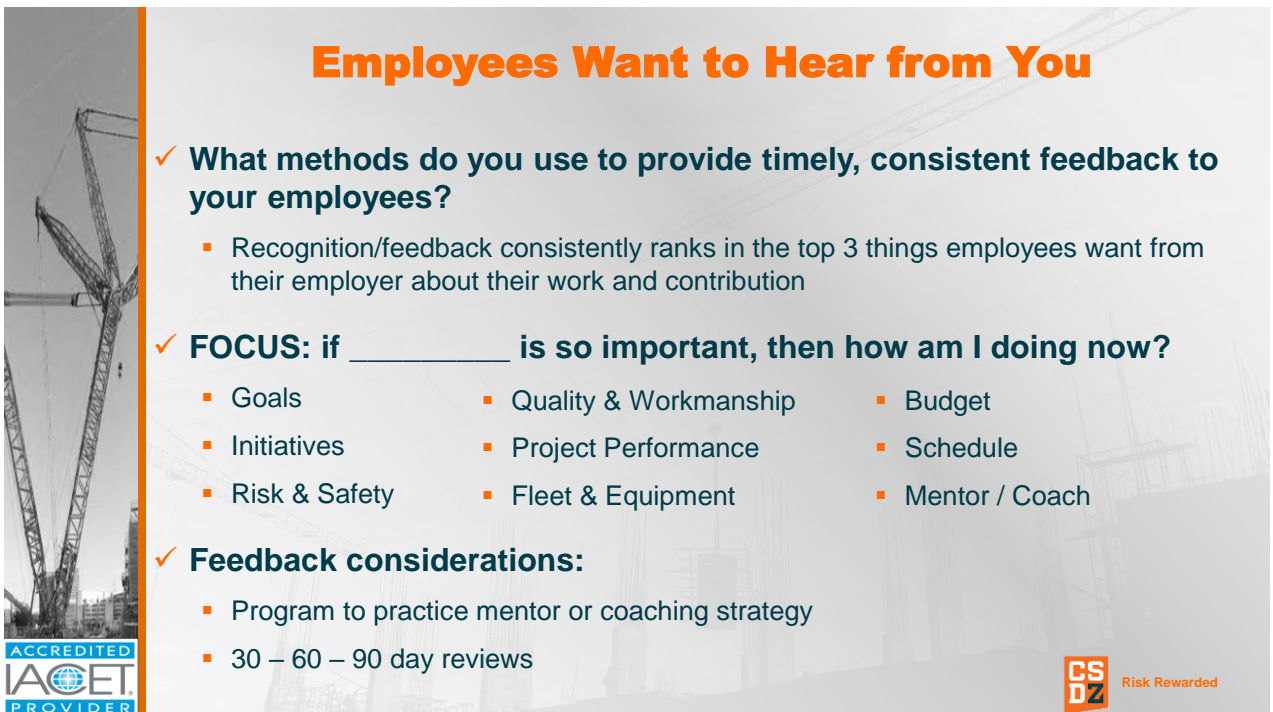


Feedback & Performance Review

Onboarding & Orientation





69



Employees Want to Hear from You

- ✓ **What methods do you use to provide timely, consistent feedback to your employees?**
 - Recognition/feedback consistently ranks in the top 3 things employees want from their employer about their work and contribution
- ✓ **FOCUS: if _____ is so important, then how am I doing now?**

▪ Goals	▪ Quality & Workmanship	▪ Budget
▪ Initiatives	▪ Project Performance	▪ Schedule
▪ Risk & Safety	▪ Fleet & Equipment	▪ Mentor / Coach
- ✓ **Feedback considerations:**
 - Program to practice mentor or coaching strategy
 - 30 – 60 – 90 day reviews

70



71

Exit Interviews are Valuable

Is your company ready to learn from the experience and willing to change?

If you're not convinced of the value of an exit interview, consider:

- A. Employees are more honest during an exit interview**
 - They don't have to worry about losing their job, so they speak freely
- B. Ask about specific areas of concern**
 - Project management, maintenance, equipment, vehicle, risk and safety, communication, on-boarding, training, field supervisors, job conditions
 - Confirm/verify actual events, processes, relationships
- C. Identify gaps in salary, benefits and other "perks"**
 - Try to determine how your business compares with others, particularly if the employee is leaving based on salary considerations or other perks
- D. End things on a positive note**
 - Well-conducted exit interviews help ensure the last contact with your company is positive and, in the future, they may be more likely to recommend your company to new employees or other business connections

72

- A. Evaluate the impact of hiring a new employee
- B. Differentiate onboarding from orientation
- C. Distinguish a new hire vs. a returning employee
- D. Identify workforce management strategies designed to attract and retain top talent
- E. Illustrate methods designed to measurably improve subcontractor performance

In Closing...
Onboarding & Orientation



73



Onboarding & Orientation

Thank You!



Chad Stuart
cstuart@csdz.com

74

74