



**IRMI**<sup>®</sup>

**Workshop B**

***MAXIMIZING SAFETY PERFORMANCE WITH  
TECHNOLOGY***

**Presented by**

**R. Wayne Clifton  
Construction Practice Leader—Safety  
ACE/ESIS**

**Barry W. Nelson  
CEO  
DBO<sup>2</sup>**

***Tuesday, November 9, 1:30–3:00 p.m. and 3:30–5:00 p.m.***

**Workshop B**

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## **R. Wayne Clifton**

### **Construction Practice Leader—Safety ACE/ESIS**

Mr. Clifton is a copresenter for Workshop B, “Maximizing Safety Performance with Technology,” on Tuesday afternoon. He is construction practice leader—Safety for ACE/ESIS in West Chester, Pennsylvania. His areas of expertise are construction, logging, fabricated metal products, sheet metal work, and behavioral and culture services.

His professional experience includes service as operations manager managing the ACE OCIP National Construction Program. As a technical manager, ACE USA, he provides product development, training, and national leadership to RCS managers and specialists and contributing to the overall growth and success of aligned ACE business segments by assuring that RCS products and services enhance and support their business objectives. He is responsible for the construction, ergonomics, occupational health, and behavioral safety services for ACE Risk Control Services and for service on ACE national and international accounts.

As business development director, Mr. Clifton is business liaison for both the CIS Workers Compensation and Special Risk Standard Casualty business lines. He developed the workers compensation service strategy for both diverse groups and worked very closely with ESIS on developing new products and services. He develops technical guidelines and training material to ensure the loss control field staff provides state-of-the-art loss control service. He is responsible for the quality of service delivered. He acts as technical liaison for underwriting partners and supervises one full-time staff. He is responsible for developing the loss control electronic reporting system.

As operations manager, Mr. Clifton supervises and provides technical guidance to 10 loss control representatives. He managed the integration of Alpac loss control representatives during the merger of INA/Alpac. His position requires a major emphasis on managing personnel over a large geographical area and on developing close contacts with CIGNA’s producers.

As workers compensation specialist, he provided and coordinated loss control services for major accounts both insured and sold service. His position requires a major emphasis on developing close working relationships with client management and brokers to establish effective loss control programs. He specialized in marine-related business such as ship building and longshoring and construction.

Mr. Clifton also serves as fire protection engineer, providing technical surveys on highly protected property accounts for Factory Insurance Association.

Mr. Clifton holds a bachelor of science degree in marine engineering from California Maritime Academy in Vallejo, CA (1969), and a master of arts degree in health and safety from California State University in Los Angeles (1978). His professional development includes Certified Industrial Ergonomist (CIE) (2002), Associate in Risk Management (ARM) (1997), Chartered Property Casualty Underwriter (CPCU) (1995), Associate in Loss Control Management (ALCM) 1994, Certified Safety Professional (CSP) (1980), and Professional Engineer—California (1978).

**Barry W. Nelson**  
**CEO**  
**DBO<sup>2</sup>**

Mr. Nelson is a copresenter for Workshop B, "Maximizing Safety Performance with Technology," on Tuesday afternoon. He cofounded DBO<sup>2</sup> in Redwood City, California, in October 2001, acting as president and chief executive officer in addition to serving on the board of directors. Prior to founding DBO<sup>2</sup>, Mr. Nelson was asked to serve as CEO of TwentyPounds, a consortium of the 20 largest builders in the United States. The consortium's objective was to examine how the emergence of the Internet and technology would impact business practices for large commercial contractors.

While working for Honeywell International, Mr. Nelson was managing director for energy and environment—Europe, Middle East, and Africa. His organization designed, built, owned, and operated public- and private-sector commercial projects across Europe and the Middle East.

A skillful presenter, Mr. Nelson frequently speaks to industry experts at construction and safety conferences on topics from risk reduction to the impact technology can have on business and management practices. Most recently, he made the "Electronic Data Collection for Field Audits" presentation at the American Contractors Insurance Group Safety/Claims Management Workshop in Fort Worth, Texas, March 17–19, 2004. Mr. Nelson was also invited to present at the March National AGC meeting in Orlando. His most recent article was published in the QUOIN magazine in the first quarter of 2004. His areas of expertise include construction business process analysis, corporate strategy, applying technology to solve construction business problems, implementing technology in the construction workspace, and client management for commercial builders.

Mr. Nelson earned his finance degree from Sam Houston State University in Huntsville, Texas.

# **MAXIMIZING SAFETY PERFORMANCE WITH TECHNOLOGY**

**R. Wayne Clifton**  
**ACE/ESIS**

**Barry W. Nelson**  
**DBO<sup>2</sup>**

## **I. Objectives (Wayne Clifton and Barry Nelson)**

- A. Discuss the value of developing a safety observation process to reinforce the “zero accident” philosophy at every job site
- B. Explore the importance of an observation program in managing sites on a day-to-day basis
- C. Demonstrate how large and small contractors can utilize technology to initiate and maintain a successful safety observation process
- D. Explore why traditional barriers to the use of technology by field supervisors are eroding
- E. Explain the positive impact that an effective observation process may have on a contractor’s bottom line

## **II. Looking at the Safety Observation Process (Wayne Clifton)**

- A. Types of observations
- B. Pros and cons of observation
  - 1. Potential for on the spot correction
  - 2. Uneven execution—quality, timeliness and consistency
  - 3. Difficult to pinpoint problems before they become issues
- C. Safety inspection versus changing behaviors
- D. Traditional role—who normally performs this function
- E. Safe behavior vs. physical conditions
- F. Lack of consistent approach

## **III. Analyzing Results (Wayne Clifton)**

- A. Labor intensive nature of manual process
- B. Distraction from jobsite responsibilities

- C. Difficult to benchmark observations from multiple projects
- D. Hard to collect data from multiple projects
- E. Format of observation checklists can vary greatly—hard to combine data

**IV. Countering Resistance to Technology (Barry Nelson)**

- A. Description of widely held beliefs about field supervisors
- B. Three reasons that field supervisors have often rejected technology
  - 1. No value
  - 2. Too complicated
  - 3. Too expensive
- C. Value of getting field supervisors to adopt technology
- D. Vocabulary of technology

**V. Understanding Technology Based Solutions (Barry Nelson)**

- A. Solutions for traditional problems
- B. Types of technology options
  - 1. Utilize PDA to record data
  - 2. Internet based analytical system
  - 3. Consistent observations based on predetermined critical safety inventory
  - 4. Method to prioritize corrective action
  - 5. Method to assign responsibility and monitor corrective action
  - 6. Easy method to collect data
  - 7. Provides a benchmark of safety data
  - 8. Track multiple projects from a single location
- C. Benefits of utilizing technology
  - 1. Accuracy of data helps to make effective safety analysis
  - 2. Means of maximizing performance
  - 3. Way to create positive peer pressure and build strong morale
  - 4. Tool to lower costs over the long and short term

**VI. Case Studies (Wayne Clifton and Barry Nelson)**

- A. Study #1—Large Contractor:
  - 1. Situation
  - 2. Timeline
  - 3. Barriers and Challenges
  - 4. Results
  
- B. Study #2—Small Contractor
  - 1. Situation
  - 2. Timeline
  - 3. Barriers and Challenges
  - 4. Results

**VII. Conclusions**