

Workshop M5

Monday, October 27, 9:00 a.m.–noon and 1:30–4:30 p.m.

“911–WHAT IS YOUR EMERGENCY?”

Presented by



Dan Sielicki
Director of Risk Management
Baker Concrete Construction, Inc.

By their nature, accidents on construction sites often involve life-and-death situations, as well as conspicuous property damage, and therefore draw great attention. When a crisis occurs, project participants will face intense demands for attention, information, and assistance. Managing the crisis requires prioritizing and balancing the needs of the affected parties, including injured workers, family members, uninjured coworkers, regulators, and the public. In the dizzying frenzy of the moment, a thorough, well-executed plan can keep a bad situation from becoming much worse.

- Identifies the varying needs to be addressed during a crisis.
- Provides guidance for developing and implementing a crisis management plan.
- Addresses the needs of uninjured employees following an accident.

FIVE LETTERS

THAT ADD UP TO
SUCCESS & PROFITS
FOR YOU AND YOUR FIRM




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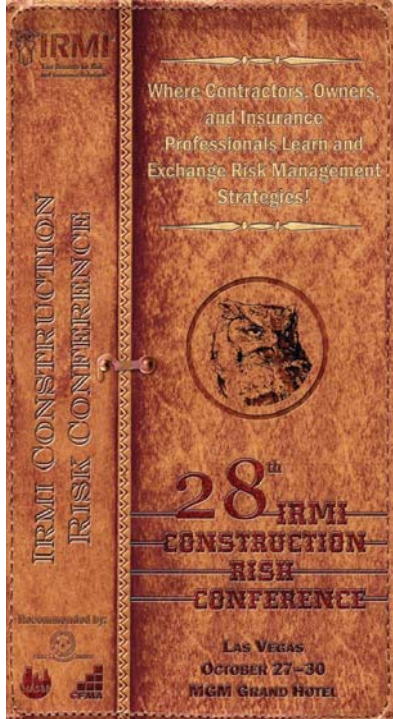
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Dan Sielicki
Director of Risk Management
Baker Concrete Construction, Inc.

Mr. Sielicki is copresenting Workshop M5, "911—What Is Your Emergency?" on Monday. He is an experienced, multidisciplined, professional risk manager. He began his insurance career as a loss prevention consultant with Aetna Life & Casualty in Hartford, CT. In the past 30 years, Mr. Sielicki has worked as the senior risk management professional of The Greyhound Corporation, Armour and Armour-Dial, North American Van Lines, Alamo Rent-A-Car, AutoNation, generalRoofing, and Baker Concrete Construction. He has completed consulting assignments for companies in the construction, transportation, financial, and food industries. He is a former vice president of the Broward Chapter of the Risk and Insurance Management Society and frequent speaker at national meetings of insurance organizations. Mr. Sielicki graduated from the University of Connecticut with highest honors in insurance and risk management. He is an Ohio resident.

Notes

This file is set up for duplexed printing. Therefore, there are pages that are intentionally left blank. If you print this file, we suggest that you set your printer to duplex.



The poster for the 28th IRMI Construction Risk Conference is designed to look like a leather-bound book. The spine on the left has the text 'IRMI CONSTRUCTION RISK CONFERENCE' written vertically. The front cover features the IRMI logo at the top, followed by the tagline 'Where Contractors, Owners, and Insurance Professionals Learn and Exchange Risk Management Strategies!'. Below this is a circular emblem containing a classical-style head. The main title '28th IRMI CONSTRUCTION RISK CONFERENCE' is prominently displayed in the center, with '28th' in a large, stylized font. At the bottom, it specifies the location and dates: 'LAS VEGAS, OCTOBER 27-30, MGM GRAND HOTEL'. Logos for sponsors like AIA and CMAA are visible in the bottom left corner.

**911
What Is Your
Emergency ?**

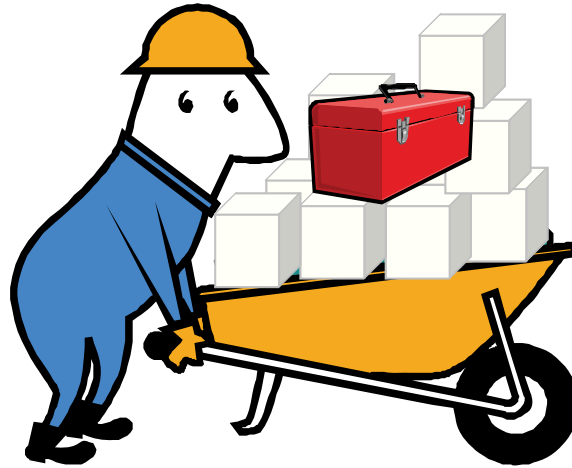
Presented By:
Dan Sielicki
Risk Manager
Baker Concrete Construction
Monroe, OH

Meeting Safety Plan

- Exit locations
- Anyone require assistance
- CPR volunteer
- First aid volunteer
- Cell phone to call 911
- Cell phone to call hotel security
- Point person to go to Convention Center entrance to direct emergency services

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How Full Is Your Wheelbarrow ?



3

Lessons Learned - Take Inventory



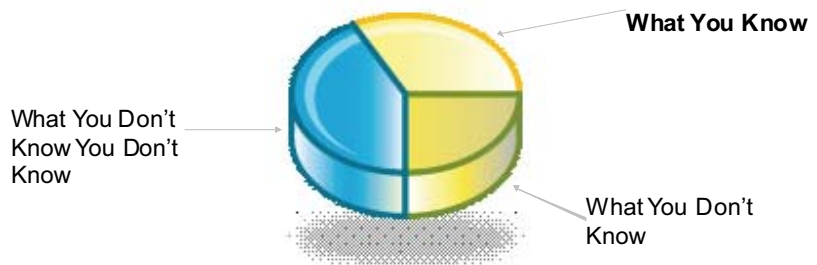
- You Can't Just Keep Adding New Programs
- Finish Or Terminate Other Tasks & Programs Before Starting A New Program
- Timing Is Everything – Pick Your Entry Point To Gain An Immediate Victory

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Getting Started

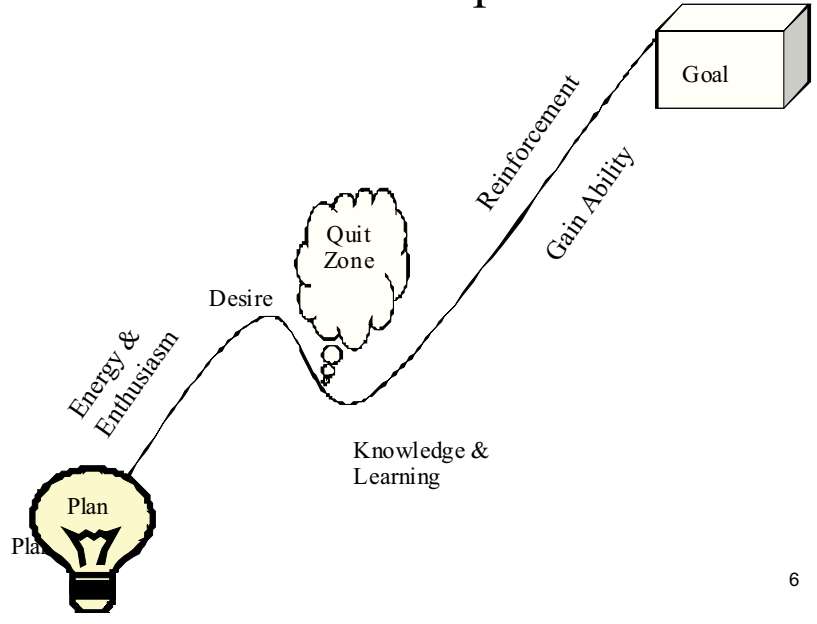


- What Do You Know ?
- What Don't You Know ?
- What Don't You Know You Don't Know ?



5

Seth Godin's – The Dip



6

Its About Being The Best



- Why Commit To Being Average
- What Does It Take To Be The Best:
 - Time
 - Money
 - Talent
 - Resolve & Long Term Focus
 - Interest
 - Ability To Overcome F.U.D.

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Its About Being The Best



F.U.D. = (Fear + Uncertainty + Doubt)

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Articulate A Plan – Awareness



- What Is The Need ?
- What Is Your Current Process ?
- What Are Your Goals ?

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Articulate A Plan Getting Serious



- What Is The Intended Outcome ?
- Tasks, Controls, Metrics, Reports ?
- Resources and Budget ?

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Articulate A Plan Getting Serious



- Guidelines & Documentation
- Implementation & Training
- Review & Change

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Making A Reality Check



- The Hidden Truth – Trade Offs
- No Proof – Faith
- Vague – No Real Answer / Definition
- Not Relevant – Smoke & Mirrors
- Fibbing – Say One Thing, Mean Another
- Lesser of Two Evils

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Scope of A Crisis Plan

- Small Plan Scope
 - You Start Small
 - Cover Critical Items
 - Build Over Time
 - Achieve A Complete And Comprehensive Plan At Your Chosen Pace



Scope of A Crisis Plan

- Medium Plan Scope
 - Add More Plan Features Initially
 - Build To Excellent Results Over Time
 - Particularly Relevant If You Have Large Geographic Issues like Hurricanes, Tornados, Earthquakes But Want To Start Small.



Scope of A Crisis Plan

- Large Plan Scope
 - Stakeholder Expectations Are High
 - Needs Are Great
 - You Are Expected To Be Responsive, Have Thoroughly Trained Individuals, Complete Documentation, And Periodic Training And Review

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Crisis Plan Schedule

- Slow And Steady
 - It Is Important To Start Now
 - It Is Less Important To Finish Quickly
 - Training Is A Continuous Improvement Process
 - You **Will** Convince People To Practice For An Event That May Never Happen

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Crisis Plan Schedule



- Fast, Furious, Or Plunge To Get It Done
 - The Larger The Plan, The Faster The Implementation, The More You Need To Market Your Plan
 - Gain Consensus From Company Leadership
 - Get A Commitment For Simulations And Drills
 - If There Is No Practice All You Own Is Untested Process!

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Crisis Plan Budget



- Beer budget –
 - Materials And Manuals
 - Travel
 - Manpower
 - Meeting space
 - Training
 - Drills
 - Soft Cost
 - \$25,000 Basic Cost Plus \$2,000/Location

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Crisis Plan Budget



- Champagne budget
 - Consultants Do The Heavy Lifting
 - Creative Materials And Manuals
 - More Travel By More People
 - Planned Effective Meeting Space
 - Formal Training And Mentoring
 - Drills And Post Mortem Analysis
 - Knowledge Management
 - Follow-up And Periodic Meetings
 - \$100,000 And Up Plus \$3,500/Location

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Organizing The Crisis Teams



- Crisis Action Teams
 - Go Team Trained And Ready To Respond
 - Purpose – Risk, Safety, Legal, Human Resources, Public Relations, People
 - Members – Senior Level People
 - Commitment – Always Available Because They Know How Important The Mission Is

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Organizing The Crisis Teams



- Crisis Action Teams
 - Project Teams
 - Purpose – Front Line First Responders
 - Members – Project Manager, Project Superintendent, Field Engineer, Foreman, Supervisors
 - Commitment – Must Have the Time To Prepare And Fully Participate

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Organizing The Crisis Teams



- Crisis Action Teams
 - Do You Need Regional Teams
 - Are There Other Support Players That Need To Be Organized
 - Consultants And Specialists Retained

**KEEP THE ORGANIZATIONAL
STRUCTURE CLEAN AND EASY TO
ADMINISTER**

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First Responder Roles & Responsibilities



- Protect Injured People
 - How
 - When
 - Who

23

First Responder Roles & Responsibilities



- Summon Emergency Help
 - 911 Is Not Always Correct
 - Develop An Emergency Contact List As A First Priority

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First Responder Roles & Responsibilities



- Account For All Personnel
 - Rally Point
 - Head Counts
 - What To Do When You're Under Or Over Your Head Count

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First Responder Roles & Responsibilities



- Secure The Jobsite
 - Emergency Traffic
 - Entrances And Exits
 - Sending People Home, Debriefing, And Instructions About What To Do

26

First Responder Roles & Responsibilities



- Immediately Notify Others
 - Who Do You Notify
 - What Do You Tell Them

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First Responder Roles & Responsibilities



- Meet With Emergency Personnel
- Accompany The OSHA Or Other Investigator
- Perform Accident Investigation
 - Uncover All The Facts
 - Document Everything
 - The Truth Sets You Free
 - Legal Assistance

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First Responder Roles & Responsibilities



- Media Inquiries
 - The Phone
 - The Entrance Gate
 - Walking To Parking

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First Responder Roles & Responsibilities



- Media Inquiries
 - Tell the most important information first
 - Answer four of the five W's – who, what, when, and where
 - Do NOT explain WHY unless complete information is available
 - Present information in descending order of importance
 - Explain technical points in simple language
 - Be concise

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First Responder Roles & Responsibilities



- Post Incident Evaluation and Review

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Articulate A Plan – Awareness



- What Are Your Goals ?
 - Improved Outcome
 - Employee Relations
 - Reputation Damage
 - Managing The Media

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Classroom Exercise # 1



- You Are A Project Manager
- Center Of Town 20 –Story Office Tower
- An Explosion Occurred On The 10th Floor
- Fire And Police Are On Site
- There Are 5 Serious Injuries
- There Are 2 News Helicopters Overhead

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Classroom Exercise # 1



- You Are Outside Your Trailer And A Reporter Suddenly Appears. He Extends His Hand And You See A Microphone. He Asks, “I Understand Two People Died In The Explosion And Your Company Was Working On The 10th Floor. What Happened?”

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Classroom Exercise # 1



- Please Take Out A Piece Of Note Paper And Pen
- You Have 4 Minutes To Write 2 Things
 - Two Or Three Things You Should Do
 - Two Or Three Things You Should Say

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Classroom Exercise # 1



- My Actions
 - Escort The Reporter Off The Site To A Safe Area
 - Speak From Your Heart And Your Perspective
 - Provide Factual Information

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Classroom Exercise # 1



- My Initial Words
 - Hello, I'll Be Happy To Answer Any Questions I Can
 - First, I Need To Escort You To An Area Outside The Entry Gate Where We Can Talk

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Classroom Exercise # 1



- While Walking To The Gate
 - My Name Is Dan Sielicki, I Am The Risk Manager For Baker Concrete
 - About Noon There Was An Accident On The 10th Floor
 - Fire And Rescue Are On The Scene Conducting Operations
 - There Were Injuries And 5 People Have Been Transported To Local Hospitals

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Classroom Exercise # 1



- While Walking Out
 - We Have Asked People Working On The Project To Call Their Families And We Are Contacting The Families Of Those That Were Injured. They Are In Our Thoughts And Prayers.
 - I Don't Have Any Details Of What Caused The Accident

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Classroom Exercise # 1



- While Walking Out
 - Baker Will Be Investigating The Accident Along With Other Fire And Safety Officials
 - If You Give Me A Business Card I Can Call You At Seven O'clock Tonight And Give You An Update

40

Managing The Media



- The two keys to successful crisis communications:
 - Make decisions ahead of time and be ready to implement at a moment's notice
 - You Are in control of the situation and message, including cameras and video recorders, Especially If They Are On Your Project Or Property.

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Managing The Media



- Spokesperson Guidelines:
 - Never Speculate
 - Focus On Two Or Three Things
 - Use Simple Words And Common Terms
 - Be Calm
 - Avoid Negative Words
 - Be Yourself

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Managing The Media



- Spokesperson Guidelines:
 - It's About People
 - Don't Answer Questions You Don't Understand
 - Look Directly At The Reporter
 - There Is No Such Thing As Off The Record
 - Never Say "No Comment". If You Don't Know Say You Don't Know And Focus On The Two Or Three Areas You Want To Cover

43

Classroom Exercise # 2



- You Are The Owner's Project Manager At A Suburban Shopping Mall Expansion
- A Wall Collapse Killed 4 Masonry Subcontractor Employees At Your Project On Wednesday In Windy Conditions
- There Were A Number Of Safety Violations

44

Classroom Exercise # 2



- Last Week You Thought The Masonry Company Was Two Years Old. On The Way Into Work This Morning You're Listening To The Radio And Hear:
 - The Owner Of The Masonry Company Had Another Masonry Company That Declared Bankruptcy And Defaulted On 14 Prior OSHA Citations Three Years Ago. Both Companies Share The Same Address.

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Classroom Exercise # 2



- You Pull Into The Project Parking Lot And See Two News Trucks And A Small Group Of People. They Are By The Entry Gate.

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Classroom Exercise # 2



- Please Take Out A Piece Of Note Paper And Pen
- You Have 4 Minutes To Write 2 Things
 - What You Should Do ?
 - What You Should Say ?

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Classroom Exercise # 2



- My Actions
 - Don't Drive Off
 - Be Yourself
 - You Know Why They Are There
 - Remember What You've Said
 - Keep The Answers Simple And Focused

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Classroom Exercise # 2



- When Asked If I Knew, What Do I Say
 - My Name Is Dan Sielicki, I Am The Risk Manager For Baker Concrete
 - I Just Learned About The Information On The Way Into Work This Morning
 - I Will Verify The Information And Be Back At The Gate To Answer Any Questions In One Hour

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Classroom Exercise # 2



- Initially What Do I Say
 - The Investigation Into The Cause Of The Accident On Wednesday Is Continuing And We Are Working With OSHA To Find Out What The Exact Cause Of The Collapse Was. OSHA Has Not Completed Their Work.
 - I Will Be Back With An Update In One Hour

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TO: All Baker Concrete Construction, Inc. Managers

Despite careful preparation and planning, accidents can happen and the unforeseen can wreak havoc. Today channels for communicating a company's fall from grace are growing swiftly, from traditional broadcast and print media to the Internet's instantly updated blogs, news, and picture/video-sharing sites. It is essential to have well orchestrated crisis management and communication plan in place before a crisis hits.

Recent surveys at major companies show that less than 40% have written crisis plans in place. Fewer than half of those implemented crisis training, education, or regular updating of their plan. At Baker, we must make crisis planning happen before each project startup, when major changes occur, and annually at all locations.

In the event we suffer an accident or are simply unlucky, this Crisis Action Toolbox will help guide us through the chaos of what to expect, what to do, and the help that is available. While it cannot anticipate the hundreds of risks we face it can address those risks most likely to happen. By taking proactive steps to assess and manage our risks, we can find the wisest and best way to minimize their impact.

Protecting co-workers and others, preserving our company's name while we are strong and healthy, must be part of our business strategy. Someone once said "until you've lost your reputation, you never realize what reputation meant." The time for action is now.

Based on the principle that companies have a responsibility to minimize harmful effects they have on their community while maximizing the benefits we must also involve ourselves in reducing emissions, eliminating hazardous substances, recycling waste, reducing water usage, and supporting charities. Adopting good practices does more than simply bring a warm glow; it is part of our legacy to our children and future generations. Please join me in:

- o Protecting Baker's image and reputation
- o Ensuring the continuity of our business operations
- o Being active in our communities
- o Remaining focused on "doing the right thing and doing things right"



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Instructor Guidebook Table of Contents

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