Mission Statement

Craft Voice in Safety (CVIS) creates a culture where everyone has a voice. Craft are taking care of craft, in a partnership with management, through ownership, communication and prevention to achieve our goal of “Nobody Gets Hurt”.

Nobody Gets Hurt.
Craft Voice in Safety (CVIS):

- Two types of CVIS members: ON tools, OFF tools;
- On or off tools depends on the project's needs; and
- All CVIS members report directly to project management.
Chairmen and Co-Chairs

- Run meetings in an orderly and timely fashion;
- Ensure meetings are conducted in a respectful manner;
- Limit discussions exclusively to safety-related topics;
- Make sure all members are heard and engaged;
- Mentor all CVIS members;
- Delegate CVIS tasks;
- Provide positive leadership;
- Facilitate communication between all shifts;
- Communicate with front line supervisors;
- Act as a liaison to management;
- Follow up on action items;
- Take a leadership role in all other CVIS duties to ensure the committee is effective;
- Develop a group CVIS e-mail distribution list; and
- Promote CVIS participation with subcontractors.

CVIS Members

- Lead by example;
- Assist in organizing CVIS events;
- Communicate incident findings;
- Have responsibility for bringing craft recommendations to every CVIS meeting, including field challenges and wins;
- Maintain and support safe work practices at all times, in all work areas;
- Mentor new hires;
- Develop personal relationships with craft;
- Take a leadership role in safety training;
  - There are many different ways to incorporate CVIS into the culture of a project.
  - CVIS must be introduced and explained at the orientation stage.
  - Other opportunities for the CVIS members, including: Mass Meetings, Tool Training and Safety Rodeos.
- Recognize and communicate safety challenges to the committee and management;
• Assist in the development and review of programs and policies;
• Correct unsafe conditions and behaviors in the field at a peer-to-peer level;
• Be the liaison between senior management and craft to facilitate a One Team approach;
• Be proactive, guide and motivate fellow craft towards a more positive safety culture;
• Communicate achievements/accomplishments to the project; and

• Protect confidentiality of information;
  – CVIS members need to be able to build trusting relationships with the craft.
  – Members will not disclose confidential information when issues are reported.
  – CVIS will not broadcast any private CVIS information (including photos) on social media.
  – The end goal is to separate the issue from the individual, so we are able to address any corrective actions without fear of discipline or retaliation.

Pictures will be taken only to promote a positive safety culture and permission should be granted before taking someone’s picture.

**CVIS Do’s**

✓ Be approachable and available;
✓ Be the voice for your peers;
✓ Address issues (good & bad) with individuals/crews immediately;
✓ Provide on-the-spot feedback;
✓ Close out issues in a timely manner, and report actions during weekly meeting;
✓ Respond to each suggestion – either positive or negative – while providing explanations for the response;
✓ Ensure that a manager attends each meeting;
✓ Document attendance in the minutes;
✓ Communicate positive safety efforts;
✓ Communicate the CVIS meeting minutes and distribute to the project;
✓ Maintain a positive relationship with management;
✓ Be a problem solver;
✓ Treat everyone equally;
✓ Make adjustments as needed if plans/ policies are not working effectively; and
✓ Establish communication with other CVIS committees.

**CVIS Dont’s**

× Be a disciplinarian;
× Become a safety cop; and
× Forget where you came from (craft).
ROLES AND RESPONSIBILITIES

Foremen / Superintendents

- Allow CVIS members enough time to perform their duties;
  - CVIS meetings.
  - CVIS walks with management.
  - Training.
  - Safety Rodeos.
  - Orientation.
- Make recommendations for CVIS members;
- Support and promote the CVIS culture - this is key to the success of the program;
- Deliver and discuss CVIS-supplied items; and
- Ensure that CVIS action items are addressed appropriately and in a timely manner.

Senior Management

- Ultimately responsible for the success of the program based on support and promotion;
- Provide a cost code to ensure CVIS members can perform CVIS functions to relieve costs from the operation;
- Attend a weekly meeting between CVIS and senior management (i.e., Project Manager, Assistant Project Manager or Construction Manager);
- All efforts should be made to have the same manager attend CVIS meetings.
- Listen and help resolve items brought forward by CVIS members in a timely manner;
- Along with CVIS, will collectively decide on an appropriate amount of weekly time, support and resources to carry out duties;
- Communicate the CVIS schedule;
- Promote the CVIS culture with clients (clients may sit in on meetings from time to time);
- Share incident reports company-wide from each project;
- Provide a suitable location for the meetings;
- Provide information about upcoming work or operations;
- Provide feedback and reasons why decisions are made on action items;
- Allow CVIS to run the meeting;
- Provide members with mentorship and coaching;
- Allow CVIS to get involved in preventative mitigation measures on the project (pre-incident/risk reduction, pre-planning); and
- Conduct chairman evaluations every six months.
The Right Members

- Positive and influential;
- Recognized as a safety champion by peers;
- Strong leader and desire to make a difference;
- Appropriate knowledge of their trade;
- Proactive and motivated;
- Watches out for their team naturally;
- Responsible both on- and off-site;
- Participate and engage in all aspects of safety;
- Great listening and communication skills;
- Willing and able to learn while keeping an open mind; and
- Respectful.

TRAITS OF A GOOD CVIS MEMBER
**Initial Start-Up**

Before establishing a CVIS committee, the project must start with one of the following options (listed in order of preference):

1. Start with an experienced CVIS member; or
2. Appoint an appropriate craft supervisor in a temporary (3-6 months) role to kick start the program; or
3. Project manager selects two leaders from the craft to start the program.

**Establish Committee**

- Initial start-up of the CVIS committee will begin when the first craft is hired;
  - After the 10th craft person is hired, a chairman will be named.
  - With more than 10 craft, the committee will have one representative from each trade.
- After initial start-up, committee is responsible for electing the remaining members;
- Members should be craft employees in a non-supervisory role;
- A CVIS team should be diverse; ideally with someone from each trade, shift and major subcontractor;
- The number of people on the committee should be contingent with the needs of the project;
- CVIS members can be chosen and voted in from a volunteer or recommendation list;
- Recommendations for potential CVIS members are encouraged from everyone (before voting on membership, a conversation should take place with the candidate to see if they want to participate);
- Chairman and/or co-chairs are voted on once the committee is established by CVIS members;
- Quality over quantity is priority in developing the CVIS team;
- It is recommended that new committees should review best practices from other CVIS teams on other projects;
- Subcontractors (partners) will be involved;
  - Major subcontractors (to be determined
by the project) will have a member on the committee; and

- All subcontractors are welcome to participate in meetings and/or become full members of the CVIS committee.

- CVIS members should be visibly identifiable; and

- CVIS members will wear a blue safety vest or a blue hard hat, both to have the CVIS logos; and

- Each project will have a CVIS board with photos of the members placed in a highly visible area (i.e., orientation or lunch room).

- CVIS member training (recommended).

  - Speak Up / Listen Up; and

  - Relevant nobodygetshurt.com modules.

Reason to Remove a CVIS Member from the Committee

- Member is not meeting the expectations of the committee as identified, based on CVIS roles and responsibilities.

Removal Process of a CVIS Member

- Member is not meeting expectations and is talked to by chairman/co-chair;

- Improvement plan is discussed; and

- Management is advised of the action taken.

If no improvement is observed by the committee by the next meeting the member is scheduled for, the committee votes to remove or keep the member;

The above process applies for both regular members and the chairman/co-chair.

How to Monitor and Measure CVIS Effectiveness

- A review of committee and member effectiveness should occur a minimum of two times per year;

- Determine whether or not concerns are being brought to the table;

- Monitor the status of action items through items being closed; and

- Conduct a survey based on the crafts’ view of the CVIS program (as needed).
A CVIS Committee Member’s Length of Service

- Rotate members every 3-6 months;
- Chairman may keep key/core members longer, if needed to maintain the integrity of the committee;
- Former CVIS members may be reinstated;
- Recommendation is a 20% maximum rotation at one time; and
- All members are expected to recommend a replacement.

Pro’s of Term Limits

- Former members continue to build the CVIS culture in the field;
- Helps the committee to stay fresh; and
- Prevents burn out.

It may not be in your best interest to rotate the subcontractors every three months. Any member may step down at any time. The expectation is for a replacement to be recommended.
How Often

- CVIS committee is to meet weekly - multiple meetings may be needed to include each shift; and
- At the discretion of the CVIS chairman and project manager, based on the project needs or requirements (brain storming sessions for campaigns or policy reviews, etc.).

Who Attends

- All efforts by CVIS members need to be made to attend all meetings;
  - If unable to attend, notice needs to be provided to the chairman by a CVIS member or supervisor as soon as possible. The member will provide any information that he/she has gathered from the field to be presented at the meeting; and
  - Minutes will be provided to all members of the committee for review.
- One consistent senior management representative (project manager, assistant project manager or construction manager) is required to attend the weekly meetings;
- CVIS may allocate a certain amount of time without management involvement, if required to discuss action items or facilitate CVIS-specific discussions;
- A safety representative is strongly encouraged to attend the weekly meetings;
- There is an open invitation to all subcontractor representatives to attend the weekly meetings; and
- Meeting minutes are to be taken by a non-CVIS member to allow all members to remain engaged in the meeting.

How to Handle Multiple Shifts

- One chairman or individual leader for normal five (5) and two (2) working rotations;
- When able, there should be one cross-shift meeting held for day and night shifts;
- On a rotation job or turnaround schedule, there should be multiple co-chairs leading multiple meetings; and
- When the above options are not feasible, communication (i.e., phone call, e-mail, notes) are to be provided to other CVIS members.
**MEETINGS: STRUCTURE AND AGENDA**

**Agenda**

Meetings shall be structured in an efficient manner, allowing for all relevant topics to be addressed as noted below:

1. **Call to Order**
   - Introduce any new members or guests;
   - Delegate a note taker for the meeting minutes (not a CVIS member);
   - Document start time of meeting in the minutes; and
   - Remind members of time constraints and the importance of staying focused on the meeting discussion/topics.

2. **Sign In**
   - Document attendees and absentees on meeting minutes; and
   - Address absenteeism after the meeting.

3. **Introduction of New Business and Round Table**
   - Members share a brief description of any new items; and
   - Discussion for each new item is to take place during the open table forum and should be short and to the point.

4. **Review Status of Old Business**
   - Review status of old business and identify areas that are open, closed or in progress; and
   - Provide an update on open action items that have been open for a long period of time and may require more attention.

5. **Open Table Discussions**
   - Review the new business items slated for discussion in greater detail;
   - Action items will be prioritized and addressed by individuals assigned by the team; and
     - Action items must be corrected or addressed within the defined time frame.
   - Additional items to be discussed during CVIS meetings include: project incidents, trends, upcoming risks, construction update, challenges and proactive initiatives.

6. **Delegation of Upcoming Meetings or Assignments to an Individual** (i.e., safety call, mass meetings, follow up, safety rodeos, action items, etc.)
Effective communication and documentation of CVIS efforts is a crucial step in the organization and implementation of the CVIS program.

**CVIS Communication**

- Mass safety meetings with CVIS involvement;
- Participate in craft orientation presentation;
- CVIS members schedule to be communicated by management;
- CVIS information boards located in orientation room and other strategic areas;
- Content to be posted on CVIS information boards; and
  - Photos of CVIS members;
  - Meeting minutes (updated);
  - Upcoming events (safety training); and
  - Anonymous input (i.e., suggestion box or white boards).
- CVIS forms of communication to the project.
  - Newsletters
  - Bulletin board
  - TVs (camp’s closed circuit TV)
- Flyers
- Banners
- Nobodygetshurt.com
- Safety rodeos
- Mass meetings
- Milestone events/BBQs

**CVIS Documentation**

- The CVIS group will maintain a project CVIS information binder that will include:
  - An up-to-date description about the minutes;
  - A copy of the CVIS manual;
  - CVIS achievements; and
  - Contact information for CVIS members and others (safety, supervision)
- Be patient with the evolution of CVIS - it takes time to evolve;

- Network with other CVIS committees;
  - 1st Choice: a few members of the new CVIS team to visit a mature CVIS program (committee members, supervision, safety); or
  - 2nd Choice: have an experienced/successful CVIS member visit your project.

- Nobodygetshurt.com is a good resource for CVIS committee members;

- CVIS committees should have no more than 15 members at one time during a weekly meeting (ratio = 1:20);

- At a minimum, each trade should have one representative on the CVIS committee;

- Use a CVIS note pad to document craft concerns;

- Post a “You asked. We did.” board;

<table>
<thead>
<tr>
<th>You Asked</th>
<th>We Did</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weekly Mass Meetings</td>
<td>CVIS for week by week, in each of your meetings implemented</td>
</tr>
<tr>
<td>Mentor Program</td>
<td>CVIS for week and two-by-two, in the meeting, implemented</td>
</tr>
<tr>
<td>CVIS</td>
<td>CVIS for week and two-by-two, in the meeting, implemented</td>
</tr>
<tr>
<td>Missing The Diamond</td>
<td>Changes need to be made to the meeting, implemented</td>
</tr>
<tr>
<td>Details: Execution Plans (DEP)</td>
<td>Changes need to be made to the meeting, implemented</td>
</tr>
</tbody>
</table>

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<tbody>
<tr>
<td>CSIs</td>
<td>CSIs, Safety Tours</td>
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<tr>
<td>Safety Campaigns</td>
<td>CSIs, Safety Tours</td>
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<tr>
<td>Orientation/Training</td>
<td>CSIs, Safety Tours</td>
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<tr>
<td>SOS Program</td>
<td>CSIs, Safety Tours</td>
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<tr>
<td>CF</td>
<td>CSIs, Safety Tours</td>
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- Nobody get hurt.
• Build a relationship with front line supervision;
• Host CVIS safety rodeos;
• 99% of CVIS members should be ON tools in the field;
• CVIS members should always be training their replacement;
• Once CVIS, Always CVIS (stickers or shirts) for graduated members;
• Public speaking skills desirable when selecting CVIS members;
• CVIS should provide an update at JV meetings;
• CVIS members work with everyone from every trade;
• CVIS 5-minute video (helps clarify what the program is all about); and
• CVIS participation in the New Hire 30-day follow up with management.