

## Five Components of Safety

By Paul Colangelo and Steve Bowers, C.S.P.

Successful companies strive to utilize every tool possible to ensure their projects are safe, on schedule and within budget. New methods are developed and "piloted" each year in an effort to constantly improve project execution and satisfy customer expectations. However, all too often the safety program is one that has not been updated for years and their safety performance is often more the result of luck than reproducible results.

Many companies understand the need for OSHA compliance and work to enforce regulatory requirements as their safety program. Industry leading companies don't accept compliance to government regulations as their success criteria and continuously seek out new and proven safety management methodologies. One of the proven tools for preventing injuries and incidents, and one that is often overlooked and underutilized is effective safety leadership by both project executives and their

management team. Effective safety leadership is a safety management tool that can be the major differentiator between average and industry leading safety performance.

### The 5 critical components of effective safety leadership are:

1. Field Presence - From the CEO down to the newest project engineer, there is no better way to measure your safety culture and its effectiveness than shaking the hands of the workforce and asking them for feedback. By committing a minimum of

1-hour each week out of your hectic schedule to walk the field, you are not only showing your project team and workforce that you care, but you are setting the standard for the entire project team, and establishing the importance of demonstrating safety leadership. Far too many project leaders stay holed up in the site trailer or office attending endless hours of meetings, failing to realize the importance of personal presence and interaction with the workforce.

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## Member News

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**Link Construction Group** completed the new 2,960 sq. ft. freestanding TD Bank branch, located at 1190 NE 163rd Street in North Miami, FL and is in the process of obtaining its LEED Gold certification through USGBC. The project was built with sustainable features, including a photovoltaic solar panel system above the drive-through structure, a low E glass storefront system, flooring materials & paints with low VOC contents, and forestry certified wood material components.



North Miami TD Bank

The grand opening of the North Miami branch was held January 19, 2013.

The Seminole Tribe of Florida, Inc. and **Stiles Construction Company**, announced a new joint venture partnership to create Seminole Development and Construction, LLC. The newly created venture provides both Seminole Tribe of Florida, Inc. and Stiles with access to a range of real estate construction project opportunities within the Native American tribal network and projects planned under the auspices of the U.S. government.

The first project to emerge from the partnership is the Seminole Classic Casino, a 140,000 sq. ft. renovation at 4150 North State Road 7 in Hollywood. The 6-month renovation was completed in January. Future Seminole projects include Brighton Public Safety Complex and a new Noodle Bar at the Hard Rock Seminole Casino.

# Safety, Performance, Integrity & Community

**A**llegiance Crane & Equipment was founded on December 23, 2010 by Jim Robertson (2006-07 CASF Past President), whose main goal is to be considered "The preferred single source of crane, rigging and hoisting services". In order to accomplish this goal, the company is guided by four core values which are safety, performance, integrity, and community. Since safety

is Allegiance's primary concern, all signalmen and operators are trained and certified to meet the most current up-

to-date OSHA standards. Customer feedback and internal quality control measures ensure that they achieve the highest level of customer service. By working hard every day and doing what they say they will do, makes doing business with Allegiance extremely pleasant. They are also heavily involved in the community, from sponsoring

career days, to involvement in the Boys & Girls Club, to hosting various events. Allegiance strives to make a difference.

The company currently employs over 200 people and it continues to grow. Some of the key people include President Jim Robertson and CFO Matt Sollars. "One of the best things about working for Allegiance is that the people come first", states Robertson. By raising standards, elevating results, and being all about their customers, it helps in setting Allegiance apart from their competitors.

Allegiance offers an extensive array of services to several major industries across the Southern United States including commercial construction, petrochemical, HVAC and aerospace. The company combines contemporary equipment with highly trained operators to provide the most up to date service in the industry. Allegiance's single source provider approach also allows it to

supply equipment for all phases of a job from start to finish and everything in between. It furnishes rough terrain cranes coming out of the ground, tower crane service from 140 meter ton to 630 meter ton, large hydros to finish up specialized heavy picks at the end of the project along with providing state of the art Alimak and Pega personnel and material hoists and other specialized tools and accessories to meet any rigging needs. The company also performs rigging services for generators and electrical communication, air conditioning, medical and industrial equipment and roofing.

Some of Allegiance's recent projects include hoists for One Plantation and Cabana, tower cranes for Grand Beach Hotel, Bellini, Apogee Beach, Oceania, and Miami Gardens Municipal Complex, as well as crawler and mobile cranes for the I-595 corridor improvement. In the future, they plan on doing hoists for Millecento and FAU Residence Hall, as well as tower crane and hoists for the Miami International Airport.

Jim Robertson of Allegiance Crane & Equipment has been a member of CASF since 1991. "CASF provides unlimited opportunities to network and meet potential clients", expresses Robertson.

Allegiance Crane & Equipment is located at 777 South Andrews Avenue, Pompano Beach, FL 33069. For more information call 954-973-3030 or visit [www.AllegianceCrane.com](http://www.AllegianceCrane.com).



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Focus should be on role modeling safety expectations and sharing your vision on providing and maintaining an injury and incident free jobsite. Take every opportunity to share your vision with the trade professionals and how important their safety is to you!

2. Effective Communication - Far too many projects unknowingly support an underground rumor mill of false and misleading information, often to the detriment of the safety culture. Typically caused by the failure of management to effectively communicate after an injury, incident or unexplainable event occurs; this lack of accurate information allows the rumor mill to become the accepted source of information. Effective Safety Leadership requires excellent communication skills, implementing proven safety processes and aligning all personnel with your vision of what success looks like. The ability to effectively communicate to the project team, your subs and the workforce is paramount to achieving safety excellence. The most opportune time to effectively communicate safety expectations and gain the trust and respect of the workforce is in the project safety orientation. Excellent safety leadership has been demonstrated in the past by project executives teaching orientation or just dropping in to introduce themselves and share their personal commitment to safety. In addition, utilize newsletters, all hands and tool box meetings to get the word out on progress, injuries, incidents and the

public recognition of safety role models on the project.

3. Feedback Mechanism - Understanding the true safety culture on your projects is accomplished by developing a direct avenue of communication between the workforce and management.



This can be accomplished by establishing an effective safety committee that is attended by workforce representatives, a "Lunch with the Boss" forum that is scheduled routinely with a cross representation of workers attending a small, private lunch with the project manager, and weekly field walks that are designed solely to solicit direct feedback on conditions, perceptions and issues.

4. Accountability - If there is one common theme that is present on most failed safety cultures it is the "do as I say and not as I do" phenomenon. Watching executives or project leadership walk projects in street shoes, sans safety glasses, vests, hardhats etc., is the most prominent culture killer there is. The workforce will recognize the lack of role modeling and accountability for the safety program and they will outwardly and silently rebel against the double standards. Take the time to ensure all project personnel, regardless of title, follow all safety rules... at all times...also, it is para-

mount that all discipline is fair, just and consistent across all job classifications. Everyone must be held accountable for their actions...starting with Management.

5. Benchmarking - Great leaders understand that in order to be the best, they must routinely seek out new processes and try new ideas, in their quest to eliminate injuries and incidents. Benchmarking with your competitors or joining industry groups that openly share best known methods is the best way to assess the contents of your safety program and overall performance. Establishing a continuous improvement roadmap will help ensure your safety programs and systems are keeping pace with your project management systems.

Summary - We have touched on 5 critical components of successful safety leadership. While there are many key attributes that differentiate between a good and great leader, the main difference is most often the level of personal commitment a leader exhibits to those that look up to them for guidance and direction. Successful safety leadership is never measured by the effort put forward, but by the results gained and the lives affected, often permanently.

## **About the Authors:**

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ROUTE TO:

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## 2013 CASF Ski Group, Crested Butte, Colorado ( -14°)

(l to r) **First row:** Shelly Anderson, Eileen Lank, Gen Dingal, Cindy Burgard; **Second row:** Don Ferguson, Kathryn and Gary Glenewinkel, Bill Lank, Paco Farach, Duane Burgard, Leo Bly; **Third row:** Harley and Sue Miller, Jim and Maria McConchie, Tom Welsh, Raul and Michele De la Sierra, Ryan Herman, Mindy Szarowicz, Nancy Farach, Andre Burgard, Liza and John Siegle. (Jan. 2013)

