



The "C-Change" Initiative:

1. Change behaviors.
2. Challenge ourselves to re-think how we work.
3. Certify the results on a daily basis.

## **Toolbox Talk**

### **Week of March 28<sup>th</sup> 2011**

### **JJW and Sub-Contractors**

March is "Sub-Contractor Awareness Month" for our tool box talks and we will conclude this month's topic with a review of the key points we discussed earlier. We've looked to raise awareness and understanding about the companies that help accomplish JJ White's work for our customers.

We began the month discussing the qualities JJW looks for when selecting a sub-contractor. We choose subcontractors that can expedite their part of the project efficiently while maintaining a high level of Safety and quality that JJW clients have come to expect over the last 90 years.

When JJW hires a sub-contractor, they in essence, become a JJW employee for safety and performance purposes in the eyes of the client. A sub-contractor's safety record on a job becomes part of JJW's safety record. This is why it is vitally important to provide close oversight and direction to our subcontractors to avert pitfalls on the project.

It's not a coincidence that "Safety" is the "First" JJ White criteria in Sub-Contractor selection. Recently JJ White became the "First" contractor in OSHA's Region III, to receive the "VPP Star Mobile Workforce Award." To earn this, numerous documents, training records and safety programs were reviewed by OSHA and accepted.

JJW has a JSA program that expects Foreman and crew to be totally engaged in the planning process. For Subcontractors who are not familiar with the JJW JSA program we've developed a specific JSA for sub-contractors to use that don't bog them down but will get them thinking about the work they're going to perform. JJW Supervision will review and coach sub-contractors to bring them up to the level JJW needs to perform and work safely. All these programs do no good if JJWs Supervision doesn't monitor sub-contractors on the job. Supervision doesn't stop at the Foreman and above levels. The most valuable work review is from our Craftsmen and women. Those JJW employees who see sub-contractors working in an unsafe manner are obligated to report their finding to a member of Supervision for correcting. Imminent danger Safety violations need to be addressed on the spot. An unsafe subcontractor reflects negatively on all JJW's work and future work prospects.

After the work has been completed by a sub-contractor and the project is complete, an evaluation of the sub-contractors' performance is noted for future job considerations. Many of JJW's sub-contractors continue to do business because of their Safety record, quality and performance. Sub-contractors play a key role in the success of JJW. Careful consideration in the selection, monitoring and end of project evaluations ensure we have the best sub-contractors on JJW projects at all times.