

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 7th 2011

JJW and Sub-Contractors

March is Sub-Contractor awareness month at JJW and we begin our series of tool box talks to raise awareness and understanding while we focus our attention on other companies that we utilize to compliment our work. Our goal is to understand the Sub-Contractor qualification, selection, Safety requirements, oversight and performance aspects of these companies on JJW projects. Sub-Contractors are used to provide specialty materials and services that JJW does not perform. Examples of sub-contractor work would be X-ray services, asbestos and lead abatement, roofing and glazing services. Due to liability, specialty training or high insurance costs, JJW chooses to hire third party contractors to perform these unusual and sometimes highly dangerous jobs. It is JJW's responsibility to select and manage these contractors on our projects so they meet if not exceed the high standard of quality that JJW clients have come to expect over the last 90 years.

There are many companies that provide the services we need to complete our projects. But how do we select the right one for our job? Do we want the fastest? The Safest? The Least expensive or provide the highest quality? Actually, JJW wants a contractor that has all of these qualities. Many claim to have them all but very few do. It is in JJW's best interest to utilize the company with those qualities to compliment our work and mirror our Safety culture. When JJW hires a sub-contractor, they, in essence, become a JJW employee for safety and performance purposes in the eyes of the client. Injuries and poor quality of work reflect poorly on the company and every effort is made to make the right choice, the first time.

When selecting a Sub-Contractor, the selection criteria and expectations are very clear. Eight aspects of each company are highly scrutinized during the selection process. They are Safety; Organization; Planning / scheduling; Project Management; Project Controls; Resource Management; a Process for Document Control and finally, Quality. These requirements are stringent which weeds out the less qualified, unsafe and fly-by-night companies out there. With 90 years of client satisfaction on the line, JJW can ill afford to make a choice based purely on cost, speed or quality. The choice must be made with consideration of all the aspects mentioned above.

Safety is first in everything we do. We must be vigilant in selecting subcontractors that believe Safety comes first. JJW requires subcontractors to utilize the JSA program, provide training records, participate in our toolbox talks, and most importantly, follow JJW's Health and Safety Plan for that Project. Subcontractors are contractually obligated to follow our Safety program as well as other facets of a job. JJW believes Subcontractors are as important as our own employees and must be managed with the same focus and attention to detail. Some may not share the same value for safety and quality which JJW has built its reputation on.

In our next toolbox talk, we will look closer at these eight aspects of the selection process in more detail.