In the three years that The Association of the Wall and Ceiling Industries—International has been honoring members with its annual Excellence in Construction Safety Award, AWCI has received several worthy nominations. The application form for the safety award asks AWCI member nominees to submit a brief description of their company's safety program, or provide "three tips for managing a successful safety program."

This article presents some of the safety program descriptions that have been received over the years as part of the AWCI awards program. Some are formal safety statements, others are narratives, but all contain valuable information that may help you refine your company's own safety program.

We are a small fireproofing company and believe that our profit margin and our safety program are an integral part of the long-term success of our company. We do not believe in re-inventing the wheel when it comes to safety. We believe in reinforcing good safety practices and rewarding a good safety record. On a quarterly basis, we assess the safety record for the previous quarter, and then we issue the safety rewards. We have a small, informal after-work party during which time the safety rewards, which are savings bonds, are issued.

Our three steps in managing a successful safety program are these:
- Communication: weekly safety briefings, looking out for each other and notifying responsible party about a safety hazard.
- Training: repetition, so things become second nature.
- Follow up: investigate any injuries and have a thorough review of how the injury occurred and how the injury could have been avoided.

Haas Insulation, Inc.
Honolulu, Hawaii
The management of this organization is committed to providing employees with a safe and healthful workplace. It is the policy of this organization that employees report unsafe conditions and do not perform work tasks if the work is considered unsafe. Employees must report all accidents, injuries and unsafe conditions to their supervisors immediately. No such report will result in retaliation, penalty or other disincentive.

Employee recommendations to improve safety and health conditions will be given thorough consideration by our management team. Management will give top priority to and provide the financial resources for the correction of unsafe conditions. Similarly, management will take disciplinary action against an employee who willfully or repeatedly violates workplace safety rules. This action may include verbal or written reprimands and may ultimately result in termination of employment.

The primary responsibility for the coordination, implementation and maintenance of our workplace safety program has been assigned to [Name, Title and Telephone Number of Responsible Party(ies)].

Senior management will be actively involved with employees in establishing and maintaining an effective safety program. Our safety program coordinator, myself or other members of our management team will participate with you or our department employee representative in ongoing safety and health program activities, which include
   ■ Promoting safety committee participation;
   ■ Providing safety and health education and training; and
   ■ Reviewing and updating workplace safety rules.

This policy statement serves to express management’s commitment to and involvement in providing our employees a safe and healthful workplace. This workplace safety program will be incorporated as the standard of practice for this organization. Compliance with the safety rules will be required of all employees as a condition of employment.

Wall Systems, Inc. of Southwest Florida
Naples, Florida
Here are three ways we manage our safety program:

■ **Ensure top management support of your safety program.** This can be achieved by documented evidence of bottom-line cost savings. The president and CEO of our company, along with each location’s unit manager, knows the positive impact that safety has on the bottom line. Each top manager is committed to making the safety of our employees one of the highest priorities in the way we do business. Top managers also are very vocal on the support of our company safety program.

■ **Put your money where your mouth is, and back up your statements with action.** It is very important to have the essential safety systems in place and fully operational. Those systems include a written safety program, procedures and systems; all OSHA compliance written programs; classroom and field training, which exceed any required programs; safety committees: in-house safety professionals; transitional duty programs and safety award programs. We have all of this and more. At the minimum, each employee is required to attend a lengthy safety orientation before entering the field, and an eight-hour classroom safety training session within the first three months of employment. All field superintendents and foremen are required to attend our IO-hour OSHA certification course. Our company has made a large financial investment in the safety and training programs that protect our most important assets—our employees.

■ **Involve your people in the safety process.** Form working safety committees to analyze and evaluate the causes of accidents, hazardous conditions, new legislation and better personal protective equipment. Involve employees in daily safety checks, weekly tool box talks and on-the-job training sessions. We have created a Safety Oversight committee. The membership includes the safety director from each location, the risk manager and one representative from the E&K Management Council. The committee meets once a month to work on improvements to our programs. On particularly large jobs, there are safety advisors who dedicate two to three hours a day to safety. Our local safety committees at each location work on many projects and visit job sites to assess hazards. Everyone who is involved carries a positive message about safety to the field—this is the way you change your safety culture.

*Eliason & Knuth Companies, Inc.*
*Omaha, Nebraska*
The three tips that we use to manage our safety program are as follows:

- **Management commitment.**
Without a commitment from management, employees tend to take that attitude that they shouldn’t have to do something that management isn’t willing to do. Employers must learn to lead by example, set the example, live by it and then require your employees to live by it as well.

- **Training.** All employees are trained in the company’s safety program from their first day on the job. Training is an ongoing program at our company, with many in-service training programs being provided monthly, as well as weekly tool box talks that cover such topics as the OSHA 10-hour course, CPR and basic first aid, powered industrial truck operator training and certification, driver safety training for all employees who operate company vehicles, etc. We also have started our own apprenticeship program that follows the guidelines established by local trade unions.

- **Consistency.** All policies must be consistently enforced throughout the company. Failure to enforce policies consistently will result in many morale problems; this is the keynote to a successful safety program. All supervisory personnel must be made aware of their role in the program, and they must be held accountable for their enforcement, or lack thereof, of company policies. Remember, the front line field supervisor is the key person who will make your program a success.

*MKB Construction, Inc.*
*Phoenix, Arizona*