

*Do not edit
How to change the
design?*



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Years of Construction Experience: **28**
 Years of Risk & Safety Experience: **18**

Specialization & Expertise:

- ✓ Catastrophic Incident/Critical Injury Response, Investigation Management
- ✓ Compliance Inspection, Investigation Strategies, Managing Outcomes
- ✓ Construction Stormwater Design/Install/Management, SWPPP, BMP's
- ✓ Environmental Risk – Construction
- ✓ Fall Protection
- ✓ Fleet Risk & FMCSA/DOT
- ✓ Heavy & Civil Engineering
- ✓ Heavy Equipment
- ✓ Liability vs. Negligence Assessment
- ✓ Onboarding & Orientation
- ✓ Operator Qualifications (OQ)
- ✓ Risk/Safety Program Design, Implementation, & Management
- ✓ Public Speaking, Keynote, Presentations, Qualification, Training
- ✓ Utility Damage/Delay/Conflict Prevention & Response Strategies
- ✓ Underground Utilities & Municipal Construction
- ✓ Web Portal Prequalification (Avetta®, ISN®, Veriforce®, etc.)
- ✓ Wellbeing & Mental Health in Construction
- ✓ Work Zone Risk, Temporary Traffic Control, Pedestrians



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How many lakes are in the state of Minnesota?

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What is Planning?

Planning

Planning is a **DELIBERATE** improvement strategy. Planning has both a “**WHAT**” and “**HOW**”. The “*How*” drives interaction with your crew.

Deviations

How you planned your work in the morning, isn't always how the plan will go. How quickly can you adjust the plan and communicate with the crew?

Errors

We will make errors and mistakes. How quickly we identify what caused those errors, will determine the impact to the project. How do we learn and get better?

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Work Planning = Success?

The daily process of discussing and identifying job specific:

- ✓ **Work tasks**
- ✓ **Resources identification**
 - *crew alignment*
- ✓ **Material and equipment needs**
- ✓ **QC controls**
- ✓ **Hazard identification and controls**

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What makes a morning meeting with the crew successful?

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Engagement = Performance

If we expect workers to perform work or do a certain task(s)...

...then your workers need to understand what you expect them to do – “The How”

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As a Leader – WORDS Matter

How (*future*)

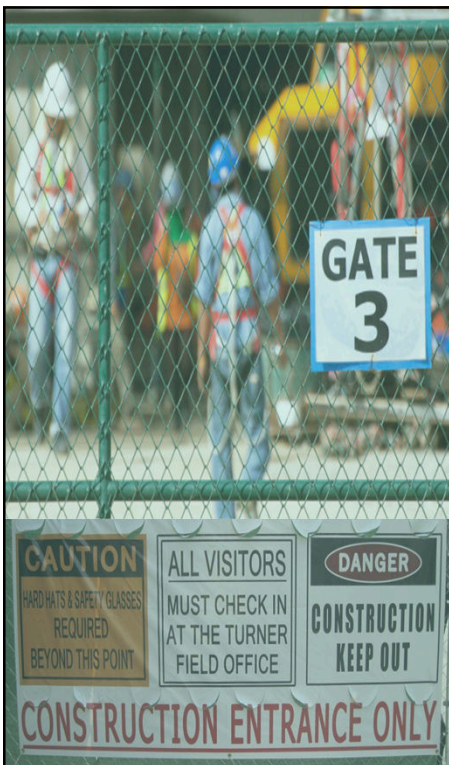
- ✓ Inviting
- ✓ Collaborative
- ✓ Innovative thought

vs.

Why (*past*)

- ✓ Justification
- ✓ Defensiveness
- ✓ Judgmental

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The Impact of the Morning Planning Meeting

Impactful
vs.
Pencil Whipping

Field Leaders have about **15-minutes** in the morning to influence, change, or impact the crew's mindset to help influence their choices.

- ✓ How do **you** engage with your crew?

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As a leader, do you understand the difference between a "PUSH" and "PULL" leader?

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"Talk Too" (Push) vs. "Talk With" (Pull) Leader?

- ✓ **"Talk Too" Leader: Starts the morning by barking some vague work plan.**
 - Leaves crew with unanswered question/concern
- ✓ **"Talk With" Leader: Starts each morning with an interactive discussion with the crew:**
 - How did we do yesterday?
 - Here is the work we will be doing today.
 - Discusses the "how"
 - Encourages discussion & feedback
 - What are the QC challenges?
 - What are the risk/safety hazards?

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Which type of supervisor are you?

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What is Your Work Planning Strategy?



✓ *Value-add that your field crews embrace to identify and manage the work?*

OR

✓ *An exercise in “check box” and paperwork?*

**We’re doing the same thing we did yesterday...
...so just sign this form.**

Is yesterday TRULY the same as today?

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Value-Add or Pencil Whipping Exercise?

TODAY'S SAFE PRODUCTION PLAN	TODAY'S SAFE PRODUCTION PLAN
<p>TODAY'S JOB DESCRIPTION OR TASK: _____</p> <ol style="list-style-type: none"> 1. Saw cutting 2. _____ 3. _____ 4. _____ 5. _____ 6. _____ <p style="text-align: center;">List Potential Hazards Associated with Today's Work:</p> <ol style="list-style-type: none"> 1. Wire Rope Cutting 2. man /W work 3. falling shels and with crane 4. _____ 5. _____ 6. _____ <p style="text-align: center;">List Safe Practices to Be Used to Control Hazards:</p> <ol style="list-style-type: none"> 1. keep clean when saw is cutting 2. keep the oil 3. on person signal 4. _____ 	<p>TODAY'S JOB DESCRIPTION OR TASK: EXPANSON AND EDGE OF DECK</p> <ol style="list-style-type: none"> 1. INSPECT WORK AREA FOR NEW HAZARDS 2. STRING LINE DOWN STREAM TOP OF CURB AND BLEND 3. MOVE ENTABLISHER BOXES UP TO LINE 4. CUT SHIMS AND REMOUNT 5. OIL DECK 6. CLEAN UP WORK AREA <p style="text-align: center;">List Potential Hazards Associated with Today's Work:</p> <ol style="list-style-type: none"> 1. POWER LINES OVERHEAD 2. SAW CUTS 3. PUNCTURE WOUNDS 4. RIGGING FAILURE 5. FINCH POINTS 6. SLIPS AND TRIPS <p style="text-align: center;">List Safe Practices to Be Used to Control Hazards:</p> <ol style="list-style-type: none"> 1. LOOK UP BEFORE SIGNALING CRANES 2. CHECK BLADE GUARD BRACE YOUR WORK 3. REMOVE NAILS AND SCREWS FROM LUMBER 4. INSPECT BEFORE EVERY USE 5. STAY CLEAR OF SWINGING LOADS AND EQUIPMENT 6. CLEAN UP WORK AREA REAL YOUR PATH

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Why is Planning Critical to Project Success?

40% - 50%

The average makeup of a workforce in construction today:

- ✓ 0 - 1 year (length) of employment with their current company.

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The Importance of Interactive Dialog



When crews are engaged to seek their input in the work tasks for the day (*preplanning*), greater success will be achieved at identifying potential "Life Changing Hazards".

ref: HMA Field Leadership Survey – MAR2026

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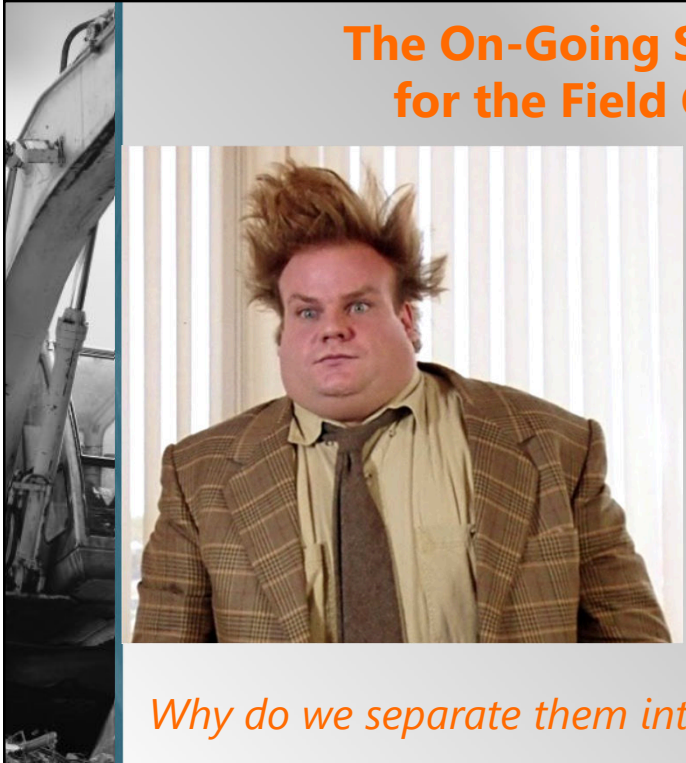
Effectively Communicating the Daily Work plan

- ✓ If a supervisor can't explain a task, or doesn't understand it well enough – *neither will their crew*
- ✓ Explanations should be simple, but have enough details to provide clarity and result-driven actions
- ✓ When instructions are too general, productivity decreases, risks are understated, and errors are likely
- ✓ If the crew is left to figure things out on their own, how confident are you that they will do it the correct way?

Safety and Quality become generic directions:

- ✓ 100% fall protection
- ✓ Use PPE
- ✓ Be careful
- ✓ Quality – put the rebar in correct

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The On-Going Struggle for the Field Crews

Safety
vs.
Quality
vs.
Production

Why do we separate them into individual silos?

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Why is Dialog Every Morning Critical to Project Success?

33%


Roughly **1/3** of all field labor costs are lost due to:

- ✓ *inadequate training,*
- ✓ *task instruction,*
- ✓ *understanding of the quality requirements,*
- ✓ *system to observe and measure them.*

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Reality Check



NEVER ASSUME COMPETENCY WITHOUT ASSESSMENT.

BEWARE: *"It's Common Sense..."*

Saying "It's Common Sense" is a scheme that ineffective supervisors/leadership may use to condemn a worker or crew for their lack of leadership capacity or inability to transfer information effectively to other team members.




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Percentage of Workers Injured during their First Year on the Job

...a worker's first year on the job comprised 36% of all workplace injuries over the past five years...

- Workplace injuries are declining, but costs are climbing. Travelers report finds – **June 12, 2025** – by Laurel Kalser
- <https://www.hrdive.com/news/workplace-injuries-declining-costs-climbing-travelers/750427/>



**HOLMES
MURPHY**

CONSTRUCTION
BUILD MOMENTUM

28% of all work-related injuries happen during the **first year on-the-job** – *Travelers Insurance 2019*

24% of construction workers are injured during their **first year on the job** – *BLS 2016*

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New Foreman – *that's one of your best employees?*



Beware of Poor Mentoring



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Do your preplanning meetings include Quality Control discussions with the crew(s) on a regular basis?

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Why does Dialog Matter for Success?

30%

PROCORE estimates that around **30% of the work performed by construction companies is actually, **REWORK**** (poor quality).

- Unnecessary labor/materials/equipment costs related to work incorrectly performed the 1st time

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Tracking Risk in a Job Cost Report

Experience shows on schedule but over budget is where good initiative and bad judgement collide

Page 1

**Job Budget vs. Actual
Cost Category Summary**

Job Cost Report
estimated cost, actual cost, projected income

	Budgeted Cost		Current	Actual Cost To Date	(Over) Under
	Original	Chg. Orders			
CONCRETE					
3151 Foundation - Excavation					
Labor	1,148.00		1,148.00	1,110.38	37.62
Material	1,237.00		1,237.00	1,236.68	.32
Total	2,385.00		2,385.00	2,347.06	37.94
3152 Foundation - Backfill					
Labor	603.00		603.00	596.65	6.35
Material	569.00		569.00	625.00	(56.00)
Total	1,172.00		1,172.00	1,221.65	(49.65)
3153 Foundation - Concrete					
Labor	600.00		600.00	755.35	(155.35)
Material	5,689.00		5,689.00	5,689.00	0.00
Total	6,289.00		6,289.00	5,755.35	533.65
3154 Foundation - Forms					
Labor	25.00		25.00	25.60	(.60)
Material	30.00		30.00	30.00	0.00
Total	55.00		55.00	25.60	29.40

Who routinely analyzes data and promptly respond to risk?

- ✓ Rework
- ✓ Change in scope
- ✓ Scope creep
- ✓ Change order
- ✓ Poor management
- ✓ Incorrect estimate

A. Recordable Injury
B. >\$15,000 Equipment Damage

Recommendation: create specific cost code for **REWORK**

- Without a cost code, where are REWORK costs allocated?

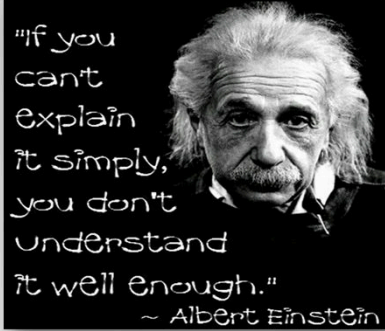
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Supervisor Communicates Expectations Daily

Whether You Admit it or Not, Your Supervisors Train Each Employee Every Day!

Performance

- ✓ **Quality**
 - Defined expectations
- ✓ **Quantity**
 - How much
- ✓ **Time**
 - How long
- ✓ **Method**
 - Process, SOPs
 - Your way of performing work



Teamwork

- ✓ **Communication**
- ✓ **Collaboration**
- ✓ **Attendance**
- ✓ **Listening**
- ✓ **Initiative**
- ✓ **Attitude**

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Impact of Poor Quality on Incidents

The unnecessary effort to re-do work incorrectly performed the 1st time

Rework = Risk X 3

A. Initial work activities

B. Demolition, removals, restart


C. Rework activities

Even less planning goes into redoing what wasn't adequately planned for in the first place

- ✓ **Poor quality typically results in rework.**
 - Estimated 3-12% of project costs
- ✓ **Rework is often a factor in incidents:**
 - Workers **triple** their exposure to risk/safety hazards.
 - Usually done much faster to get back on schedule **and** to make sure nobody finds out about the mistake.


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Is it important to start each morning meeting with a discussion about how yesterday's work went?

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	Date: _____ Crew Size: _____ Job Name/Number: _____	QUALITY CONTROL for Today's Work: Hold Points, Tools, Inspections, Specification, Instruction, Necessary Controls						
Any Work Activity Today: REWORK, REPAIR, REPLACE? <input type="checkbox"/> YES <input type="checkbox"/> NO		Specialized Tools, Unique Equipment, Specific Work Method:						
Were YESTERDAY'S PRODUCTION GOALS Achieved? <input type="checkbox"/> YES <input type="checkbox"/> NO If No, Clearly Explain the Reasons WHY: _____ _____ _____								
Is WORK ACTIVITY ON SCHEDULE as Planned? <input type="checkbox"/> YES <input type="checkbox"/> NO Number of Days Behind: _____ Project Completion Date: _____		HIGH HAZARD Work Affecting Today's Production Goals: <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">✓</td> <td style="width: 50%;">✓</td> </tr> <tr> <td>✓</td> <td>✓</td> </tr> <tr> <td>✓</td> <td>✓</td> </tr> </table>	✓	✓	✓	✓	✓	✓
✓	✓							
✓	✓							
✓	✓							
If issues are not addressed early, they will be repeated and the impacts on the project are compounded each day.								
3.								
4.								
5.								

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Does the Work You Did Yesterday Matter?

How can the crew start work for the day without debriefing how yesterday went?

- ✓ Any close calls/near-misses?
- ✓ What production went right?
- ✓ What production didn't go right or as planned?
- ✓ What was confusing?
- ✓ Where can we do better or do something different?

The Ripple Effect

The exponential impact that an unaddressed issue can have on a project:

- ✓ Schedule creep
- ✓ Exponential cost growth
- ✓ Cost overruns
- ✓ Profit fade
- ✓ Quality control issues
- ✓ Legal and contract disputes
- ✓ Accident, incident, injury, damage, loss, claim, 3rd party
- ✓ Risk escalation
- ✓ Compliance
- ✓ Subcontractor/Tier Sub

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Desired Outcomes Just Don't Happen...

- ✓ How clearly have you communicated?

Point of Impact

Our Efforts Need to Focus at the Worker Level

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No Amount of Creative "Cost Code" Shell Games Can Make Up For Poor Work Planning

The single biggest problem with communication is the illusion that it has taken place.

Supervisor Engagement With the Crew

↕

Crew Interaction With Supervisor

"Work Planning" has potential to be one of the greatest illusions in the construction industry

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Engaging with the Work Crew

How good are you at this?



Project success doesn't happen by fate or chance:

- ✓ Work is planned...daily
- ✓ Plan is executed
- ✓ Deviations to plan are identified and replanned

Treat preventive measures as essential, rather than optional

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What are barriers that prevent you from doing a comprehensive morning preplanning meeting?

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Key to Successful Work Planning

- A. Interactive work planning by the crew supervisor is key to successful outcomes
- B. Clear communication of the **“HOW”** on the plan with the crew is critical
 - *What exactly do you want your crew to do?*
- C. Encourage feedback and discussion
- D. Discuss yesterday's work
- E. Address deviations to the plan

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Engage with the Work Crew Every Morning



- ✓ Encourages communicating of the expectations for achieving project goals related to production, quality, and safety.
- ✓ Requires a small investment in time and effort to avoid inefficiencies, errors, damages, and injuries.
- ✓ Starts with being able to clearly explain the what, where, how, why.
- ✓ Daily work planning engagement throughout the day also allow us to assess worker readiness
- ✓ Anticipate that conditions will change – adjust the plan as needed.

Short | Powerful | Result-driven



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High-performing leaders share some common characteristics that set them apart:

- ✓ **Daily** (*pre-shift*) **open collaboration**
- ✓ **Express ideas** (*better workflow*) **from everyone**
- ✓ **Discuss challenges & concerns**
- ✓ **Active problem solving with everyone**
- ✓ **Leverage from every individual:**
 - *Experience level*
 - *Knowledge*
 - *Expertise*

High Functioning Supervisors



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 The logo for Hardhat Health, featuring a hard hat icon with the text 'WORKER WELLBEING & SUICIDE PREVENTION' around it, and 'CONSTRUCTION HARDHAT HEALTH' below.

In Closing...

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CONSTRUCTION
BUILD MOMENTUM

Thank You.

Chad Stuart
Sr. Risk & Safety Consultant

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