



DEPARTMENT OF THE NAVY
NAVAL FACILITIES ENGINEERING COMMAND SOUTHWEST
RESIDENT OFFICER IN CHARGE OF CONSTRUCTION
MARINE CORPS BASE, CAMP PENDLETON, BUILDING 22101
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11100
Serial 15505/OP3H.JW
April 23, 2014

From: Resident Officer in Charge of Construction Camp Pendleton

To: Mr. Marc Doig, SSHO Harper Construction

Subj: LETTER OF APPRECIATION

1. I would like to take this opportunity to express my personal appreciation for your extraordinary efforts as the Site Safety and Health Officer at the 24 Area BEQ Project. The service and support you provided in support of nearly 400,000 man hours of construction work without a lost time incident has set an amazing precedent for superior performance.

2. Camp Pendleton ROICC relies heavily on the talent and professionalism of various organizations and individuals and your support was invaluable. Your proactive approach in revealing every known and unknown underground utility has been key in ensuring no underground utility strikes occur on your site. These accomplishments are testaments to your dedication to duty and outstanding teamwork.

3. The Marines and Sailors for which you are serving will benefit from your efforts for generations. Congratulations on a job well done, and best wishes in your future endeavors!

Sincerely,

A handwritten signature in black ink, appearing to read "W. R. Lebeau", is written over the typed name.

W. R. LEBEAU
LCDR, CEC, USN

Copy to:
File



April 23, 2014

400,000 MH

P-1113/P-1109, Area 24
Celebration of 400,000 Man-Hours Without a Lost-Time Incident
4/23/2014

Transforming A Workforce To A Safety Mind Set

To accomplish 400,000 manhours without a lost-time incident requires some level of support of safe practices at the general contractor level, as well as at the sub contractor level. There are necessary transitions in site worker's thinking. Some subs began this project by having already made that transition. Other subs were influenced to improve their safe practices.

The normal first reaction to working in a heightened-state of safety is to merely avoid detection; or hope that the safety requirements are empty words, or temporary conditions. A true change in philosophy is accomplished by systematically introducing the individual elements. In other words, it is not sufficient to merely tell subs to work safely. People often do not realize the hazard before them. We don't know as much about what the other guy is doing around the corner. It is important to look for the most-safe methods to perform our tasks with a site-wide view.

The means of communications is also important. If the subs have a passive aggressive attitude against the SSHO because he is overbearing or a hypocrite then that dynamic becomes a barrier to site safety. It is helpful to prepare effective communications that are both instructional and motivational. We need to emphasize the benefits of the change instead of just declaring the need to obey the Government's safety requirements.

Inevitably there are challenges even to the most safety-minded worker. There are production realities and pressures. Sometimes to work safe comes at a temporary sacrifice. We need to be honest about the difficulties and pledge support and the necessary resources. Listen to workers' ideas through the roll out and gather feedback. The SSHO should not pretend to know more about construction than the subs. The respect given by the SSHO to the sub will come back to him. Thoughtfully answer all questions and address concerns as they arise. We need to express our appreciation to the guy in the trenches who is making the differences.

A handwritten signature in purple ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

Marc Doig

Harper Construction