E Light Electric Services, Inc.

Continuous Improvement Observation Program

STOP Action (Stop, Think about Options and Plan)
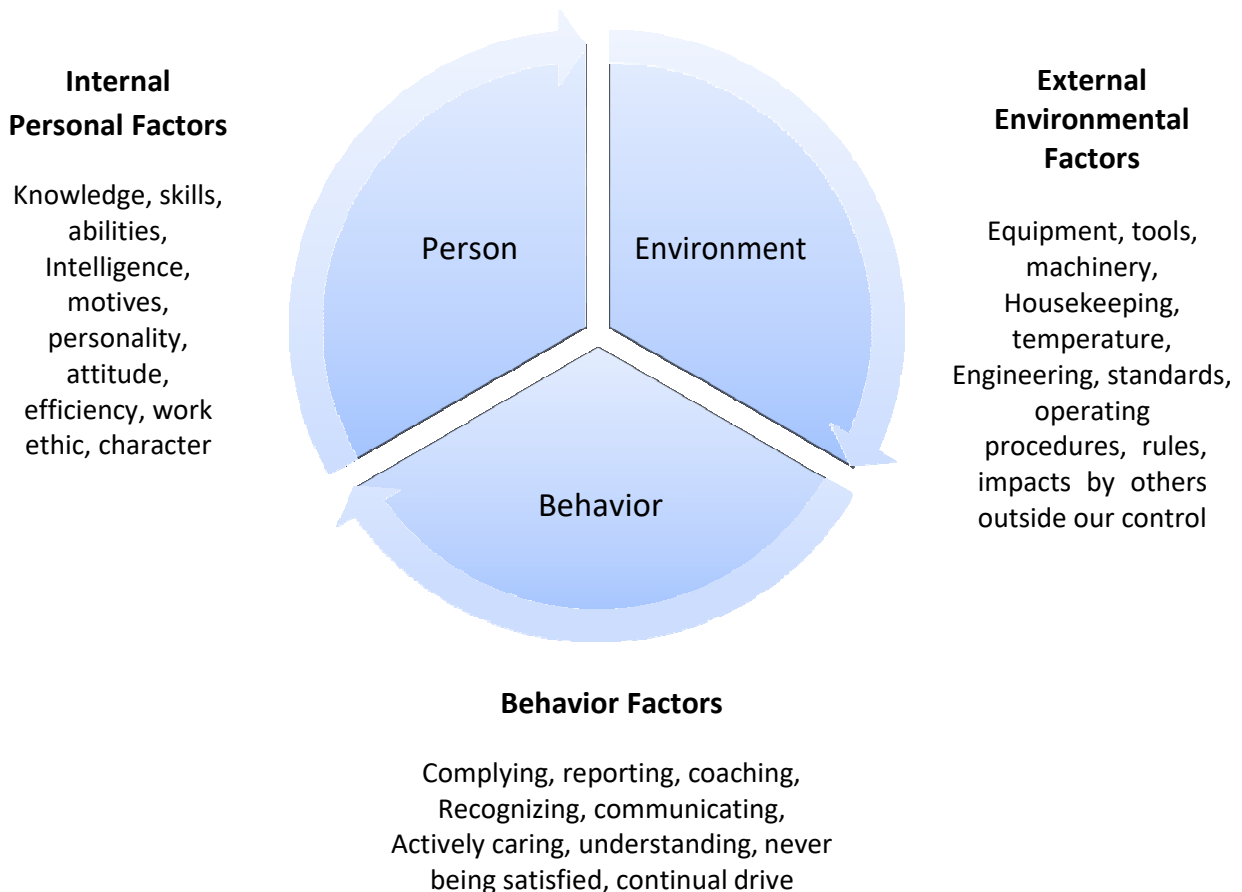
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PURPOSE

The Continuous Improvement Observation Program proactively prevents incidents and injuries and helps us find better, more efficient methods to perform our work through the monitoring, trending, and management of safe vs. unsafe behaviors and effective vs. ineffective behaviors. Effective communication of behavior trends to the management team is critical to a successful program; however, the key to this program is the communication from the people doing the work to the management team. We often are very proficient at Management to Field communication. In other words, we have no issue with management telling the field what to do. The purpose of the STOP action program is for management to really take time to "STAND IN THE CIRCLE" regularly and really observe what is happening in the field. THEN, AND THIS IS CRITICAL, talk to the crew that was observed and FIRST ask them what they think they can do to improve what they are doing, and THEN AND ONLY THEN, in a positive manner, share your observations with them. Our goal is to continually improve and to understand that it is our people that will help us improve and we also want to know exactly why we improved. Not knowing why things get better is a trap that will lead to failure. If it gets better "for no reason," then later it will probably get worse "for no reason." The point is it's not enough to <u>know</u> that something works, it is vitally important to know <u>why</u> it works.

Total Continuous Improvement and Safety Culture

An "actively caring" Total Continuous Improvement and Safety Culture requires continual attention in three domains:

Internal Personal Factors

Knowledge, skills, abilities, Intelligence, motives, personality, attitude, efficiency, work ethic, character

Person

Environment

Behavior

External Environmental Factors

Equipment, tools, machinery, Housekeeping, temperature, Engineering, standards, operating procedures, rules, impacts by others outside our control

Behavior Factors

Complying, reporting, coaching, Recognizing, communicating, Actively caring, understanding, never being satisfied, continual drive

This program will focus in on the behavior factors of our work force. Focusing on behavior factors is critical to understanding what will make us better. Focusing and correcting the top non-improving behaviors will reduce project injuries and incidents and improve efficiency and quality. We need to focus the program on three things:

1. Is the work safe and how can it be safer

2. Is the work quality and how can the quality be improved and

3. Is the work efficient and how can efficiency and productivity be improved. (Man Minutes and the use of time: Primary Time, Preparation Time, Lost Time.)

SCOPE

This program is intended to be used for all construction and Solar PV projects.

PROCEDURE

Each superintendent and manager will take at least 30 minutes at one time and stand in the circle, observing one task or crew. The idea is to have one STOP observation done every two weeks on each project at a minimum. Since most projects have multiple leaders, supervisors, and managers, then rotating this responsibility will allow one observation to be done every two weeks, but each team member would only do 1 or 2 each month. The observations will be recorded on the iAuditor template for the STOP program. This observation should be at least 30 minutes and without interference. Simply observe, watch what the crew is doing, how they are doing it, and make notes about the good things and the things that we could improve. Make note of wasted steps, movements, unsafe acts, awkward positions, tools and material access, tricks of the trade being used or not being used, etc. Then when done, approach the crew and gather them together. Talk to them. Share your observations with them and then ask them what they think they can do to improve, and what they think they do well. Then record those answers. Some things you can do is Map their Task, observe their ergonomics, discuss man minutes, observe Primary, Preparation, Lost time, make suggestions for them, make suggestion for us, and implement some of their ideas and observe again. Try things, Experiment.
The results of the observations should be communicated both to the project as a whole, to the client and on individual basis to the sub- contractor so that everyone can benefit form the observations.

OBSERVERS

Observers shall be comprised of the following:

Project Manager   Safety Manager   QA Manager
Superintendent(s)   Safety Supervisors

The observers must have knowledge of the E Light construction safety requirements including but not limited to:

- Fall Protection/Ladder Safety

- Mobile Elevated Work Platforms
- Control of Hazardous Energies/LOTO
- Barricades
- PPE Guidelines
- Housekeeping Requirements
- Primary Time, Preparation Time, Lost Time

Observation Process:

Step 1: PLAN where and when to make observations and recall what to look for.

Step 2: OBSERVE worker behavior for safe and at-risk/unsafe performance:

- Snapshots of behavior
- Allow no distractions
- Observe people and surroundings
- Stop any at-risk/unsafe behavior immediately
- Stop observing after a minimum of 30 minutes

Step 3: COACH for improved performance by positively reinforcing or redirecting:

- Provide positive reinforcement if safe, give praise
- GET THE CREWS FEEDBACK. THIS IS CRITICAL. THIS IS ABOUT ALLOWING THEM TO HELP US, NOT ABOUT US TELLING THEM WHAT TO DO. A MUTUAL EXCHANGE OF IDEAS
- Coach by shaping behavior if at-risk:
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    - Communicate the behavior you saw
    - Check for understanding of the job
    - Coach for improved performance

- Do not ignore what you saw
- Explain why this behavior is right and/or safe
- Encourage continued safe behavior
- Encourage them to tell you what you can do to make their job safer, more efficient, and better quality

Step 4: RECORD what was observed, why it occurred, and now what will be done:

- Keep the worker anonymous, be specific and timely and record on the STOP audit in iAuditor.
- Remember what, why, now what.

COACHING TIPS

- Use "I" vs. "you" language
- Appeal to other's interests and goals

- Reflect feelings or emotions that go beyond the words
- Clarify expectations
- Talk about the behavior, not the person
- Keep calm
- Find common ground
- Move to problem solving

The team must know that it is very damaging to the program for an observer to condone behaviors that are unsafe, inefficient, poor quality.

DATA COLLECTION

All observers shall complete one STOP Observation report every two weeks and email it to the project engineer and the Director of Education and Loss prevention so that it stored in the project files and also shared with the rest of the company so that we can all learn from the observations. completed.

The STOP reports will be reviewed by the Loss Prevention team to answer four essential questions:

What behaviors are being observed?
Why are those behaviors present?
Now what will be done to improve the process?
How will we follow up and measure the improvement?