

|| SOUNDINGS



As we all come to terms with dealing with the Covid-19 outbreak I wanted to reassure all of our Members, and their brokers, that while we are working remotely, we continue to provide the high levels of service that you have come to expect and deserve. Of course, my first priority is the safety and well being of our employees. As such, we have implemented strict guidelines and protocols around social separation and work practices. Having said that, our team is more focused than ever in getting the job done using every technical means possible. Our IT and communication systems remain uninterrupted and we encourage you to reach out to any member of the management team if you have any concerns or questions .

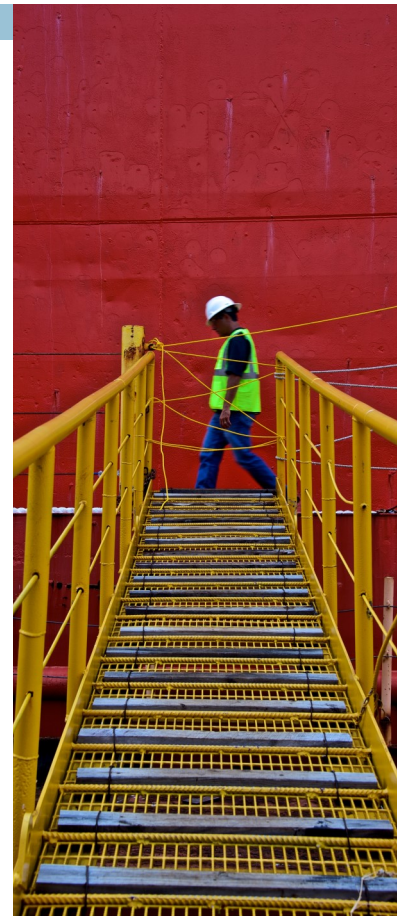
Most importantly we have in place a robust system for the delivery of benefit and medical payment checks so that claimants will receive an uninterrupted flow of support. Our safety team continues to support Members training and safety needs electronically. Claims are being handled as usual.

Pleasingly the majority of our Members are still working and reported payroll is only showing a slight drop from last year. As I advised at the General Membership meeting in January, your Mutual has never been in a more secure position financially. The Investment Policy Committee continues to meet on a monthly basis and is carefully monitoring the investment environment to protect and manage the Association's assets.

We know and appreciate how challenging this is for your businesses but more importantly how distressing it is for our loved ones and our local communities. No one knows when this nightmare will end. At Signal we are doing all we can to provide you with the support and services required to allow you to continue to work as best you can. We are in constant dialogue with your Board of Directors to keep them apprised of developments.

Stay healthy and stay safe.

Richard W. Wood, President and CEO



Inside this issue

Message from the Safety Team .. 2	
BCP vs EAP	3
Members Helping Members	4-5
Leadership Visibility	6
Member Congrats	7
Guest Author	8-9
Avoiding Cabin Fever	10
Upcoming Events	11

Special points of interest

- Signal Maritime Conference Rescheduled to November!





Signal Safety Resources: Our Commitment to Service and Support

Submitted by John Belcher, Safety Manager

Over the past few weeks, our Safety Resources team has remained in close contact with our Membership. Our Mutual is showing strong resilience as it adapts to and works under new policies and guidelines during these unprecedented circumstances. The coronavirus and its far-reaching effects have impacted us all, in our workplace, social, and family lives, but we've seen how the adversity has brought out the best in us.

Signal Safety Resources would like to reiterate our availability to support your organization. Although our onsite visits will be limited over the next weeks as we follow restrictions set by federal and local guidelines, we will continue to support our member's safety needs. Our team has the capability to collaboratively work with your organization on all aspects of your safety system, through phone consultation, e-mail, video conferencing and the resources available at www.signalmutual.com

Your regional Safety Managers are actively working remotely with Members on a wide range of needs such as: detailed loss analysis, technical inquiries, process development and review, custom resource development, leadership initiatives, and long-term strategic goals. As always, all Signal Safety services are tailored to your requirements. If you have a specific need, long-term initiative or just a basic question, please contact any Signal Safety Manager and we will utilize our expertise to deliver assistance your company.

The Signal Safety Resources Team:

Ron Allen	ron.allen@signal-ct.com
Courtney Russell	courtney.russell@signal-ct.com
John Belcher	john.belcher@signal-ct.com
James Sammons	james.sammons@signal-ct.com
Doug Hirsch	doug.hirsch@signal-ct.com
Terry Swinson	terry.swinson@signal-ct.com
Sam Lai	sam.lai@signal-ct.com
Sonia Vaquerizo	sonia.vaquerizo@signal-ct.com
Rich Lubert	richard.lubert@signal-ct.com



Additional helpful resources from our Safety Team can be found on our website and Linked In Page

Signal Safety Team Message on Coronavirus: [Click here](#)

Coronavirus FAQ's compiled by our safety team: [Click here](#)

Helpful Global Resources:

World Health Organization [Click Here](#)

CDC Prevention Info [Click Here](#)

Marine Safety Bulletin: [Click Here](#)

Business Continuity Plans vs. Emergency Action Plans—What’s the difference?

Submitted by Sonia Vaquerizo, Safety Manager

During times of crisis and disaster regardless of their origin and nature the terms Business Continuity Plan, Emergency Action Plan, Crisis Management Plan, Disaster Recovery Plan and Resilience start to circulate and are formally activated in organizations.

Although sometimes these terms may be used interchangeably, there are distinct differences between these important plan’s intent and scope. Regardless of their differences, there are indeed overlapping interests between these plans, and they may be activated concurrently depending on the event. To this we can add the fact that in most organizations these plans are predominantly maintained by the Environmental, Health, Safety and Security business functions, in close collaboration with operations and other key business functions. More sophisticated organizations may have dedicated and separate Business Continuity and Emergency Response resources or departments.

Let’s focus on some of the key differences and similarities between a Business Continuity Plan (BCP) and an Emergency Action Plans (EAP).

	BCP	EAP
Focus	Business Operations	Safety
Intent	Ensure Operations are maintained or promptly restored during times of crisis/disasters or an emergency involving key business personnel	Protect people, property/assets and the environment from harm, injury, and damage immediately after or during an emergency event, crisis and/or disaster
Main Tasks	Create procedures, allocates resources (including redundancy), ensure business critical functions / processes are restored during crisis	Creates procedures and allocates resources to reduce risk for people, property and the environment
Upkeep	Periodic testing, exercises, training	Periodic simulations, drills, training
Details	Customize for the specific business, identify critical operations, process and personnel	Customized for the specific business, considering all possible or foreseeable emergency, disaster and/or crisis scenarios
Teams	Clearly identify roles/ responsibilities, ownership of contacts for key persons to activate and execute the plan	Clearly identify roles/ responsibilities, ownership of contacts for key persons to activate / execute the plan, include local authorities and other external partners as needed



For more in depth and specific guidance on Business Continuity Planning (BCP) and Emergency Action Plans (EAP), there are numerous resources for business and/or organizations, provided by OSHA, DHS, FEMA and NFPA at not cost:

[DHS/FEMA Business Continuity Plan](#)

[DHS/FEMA Emergency Preparedness Planning](#)

[NFPA Standard on Continuity, Emergency and Crisis Management](#)

[Institute for Business and Home Safety](#)

[US Small Business Administration](#)

[OSHA Emergency Evacuation Planning](#)

Other Important News and Communications

Our papers and Membership Report (formerly known as The Circular) from the January General Meeting are now available on our website. Directions for accessing these were sent out a few weeks back. If you did not receive directions for accessing, please reach out to Michelle Cleary @ michelle.cleary@signal-ct.com



Members Helping Members: Rene Doiron, President, ECR

Submitted by James Sammons, Safety Manager

Many of our Member leaders routinely reach out to their employees to promote safely performing their daily tasks as part of worksite conversations. Fostering and emphasizing a safe working culture and daily operations is a necessary and vital part of a leaders communications and integral to effective safety kickoff JSA discussions. However, as seen by Rene Doiron's (President- ECR) letter that he sent home to all employees' families, working safely is for the benefit of more than the employee! Families and loved ones are the reason to work safely. Rene's outreach is a great best practice to bring the entire family into the discussion and expectation to work safely...every day. There is absolutely nothing so important at work that justifies risking getting home to those relying on you.

We recently spoke to Rene about the inspiration behind sending this letter to his team, this is what he had to say:

On February 26th Signal Mutual hosted an Executive Leadership Member Forum in Norfolk, VA. This was an opportunity for not only a great presentations by the Signal Team, but it also served as a constructive environment for engagement by area leaders to come together to network and learn from one another.

The theme of Signal's presentation was about the greater personal impact we as leaders can have on our cultures. We had an opportunity to share some thought and ideas with the group about how we can make a greater personal impression on our workforce for bridging the gap. When John Domanski from Accurate Marine Environmental addressed the group and said that one of his actions would be to send letters to employee's families at their home in order to make a notable impression on them, I felt that was an idea worth following up on.

In early March, in following John's lead I sent out a letter to all employees at their home to appeal to them and their support network for embracing my safety philosophy. My hope is that this personal interaction served to emphasize the value that I personally place on never feeling compromised for doing the right thing. As an extension of this, and as part of our onboarding process, every new employee will be getting a letter from me one week after they start work. This letter will also serve as a good discussion topic for me and other company leaders as we engage with our employees.

Members Helping Members: Rene Doiron, President, ECR



Dear Leon,

I am writing here to express my sincere appreciation for your contributions and efforts and for helping make ECR a successful company. If you are new to ECR, I would like to welcome you to the family and also thank you for choosing our company. My purpose here is not only to recognize and thank you for your work, but to share with you and emphasize our company safety philosophy.

As you may know, our ship repair and fabrication work is an inherently dangerous undertaking. Indeed, there are numerous hazards to plan for and mitigate in the course of any given day. Our success in thwarting these hazards is largely a function of smart decision making that we must always strive to promote. Although we have milestones and deadlines to meet to allow our customers' assets to get back in service, we have processes and procedures to follow to help safeguard us. There is no acceptable scenario where we should ever feel compromised for always doing the right thing. I would like to take this opportunity to personally underline the importance of this. In spite of the inherent dangers of the environment that we work in, you should always feel safe working at ECR.

We appreciate the fact that our valued workers have support networks comprised of family, friends and perhaps pets that value greatly having you come home each and every day, unharmed from the demands of the hard work accomplished. Please know that we are striving to promote a better environment that unmistakably defines success as getting work accomplished safely, so that you may continue to come home without injury to your support network. While I advocate for a strong safety culture, I also know that I do not define it. Our company's culture is indeed defined by the manner in which our important work is accomplished by each and every valued worker who does the hard work each and every day.

In the important role that you play in defining our culture, I would ask you and your network to help me embrace the importance of always doing the right thing each and every day in a way that minimizes potential for injury while at work. Please remember that every employee has the authority to stop work if a safety concern is not properly allayed. Safety's door is always open, as is mine, for addressing any unresolved safety issues.

Thank you for being part of the ECR Family, for the important work that you do, and for always doing it Safely.

Sincerely,

A handwritten signature in dark ink, appearing to read "Rene Doiron", with a horizontal line extending to the right.

Rene Doiron

President

Did you know?

Signal Administration is on Linked In! We invite you to follow our page for industry news and updates from your Signal Team.



Upcoming Safety Seminars

May 7—Houma, LA

June 2—Norfolk, VA

June 4—Savannah, GA

July 17/18—San Diego, CA

Please visit our website via this [link](#) for a full listing of upcoming seminars!

Do you have something you would like to see in Soundings? We would love to hear from you! Please send your submissions to:

Michelle Cleary

Leadership Visibility: The Single Most Effective Driver of Safety Culture and Performance

Submitted by Rich Lubert, SVP of Safety and Member Services

Signal has been conducting leadership forums in each region with Member owners, executives, and other senior operating leaders to host peer-to-peer discussions on the critical elements that drive a more mature safety culture and deliver consistently better safety performance across their business (the forums will pick back up once the Covid19 restrictions recede). The forums have confirmed that the answer is relatively simple and straightforward. Members with enhanced safety performance do not spend more money on safety or have better written safety programs. Rather, we have affirmed that senior leadership who is regularly and personally visible and engaged with their employees, taking safety walks on site and speaking with employees to build relationships that instill a business wide commitment to safety, is the linchpin for sustainable positive change.

Leaders hold their operating teams, top to bottom (including foremen/women) to the same level of personable visibility and commitment, measuring their interactions and outreach with their employee base, reporting at staff meetings and discussing methods to address employee concerns in a timely and effective manner. These leaders discovered that as they built their safety culture the number of incidents and accidents were reduced and productivity was actually improved. Many incidents were avoided through better safety kickoff (JSA) on-going interactive discussions, ensuring the work location was organized (avoiding slip, trip, and fall risks), employees possessed the necessary tools to perform their role, and most importantly their message that the safe outcome of the task was the ultimate goal, not simply getting work done. Employees felt confident and comfortable taking the time to do their job right and that making the right decision had the backing from the foreman all the way up the chain. This belief does not take hold from emails ... it necessitates regular and consistent in-person communication and visibility. Culture and belief is built over time.

So, while we await our next leadership forums, now is the perfect opportunity to visit your employees more often (if already doing so) or start a new habit of these visits within your leadership team. If you champion the process, it takes hold fast and will transform your business. You can use our instruction card to assist you (attached) as well as reach out to your Signal Safety regional contact who can help your teams get comfortable with this enhanced safety outreach.

Click [here](#) to access the Worker Hazard Card compiled by our Safety Team.

Tidewater Staffing Earns Safety Standard of Excellence Mark from ASA

Source: American Staffing Association, Feb 13, 2020

Tidewater Staffing, a staffing agency providing workforce solutions for ship repair, manufacturing, and warehouse employers headquartered in southeast Virginia, has earned the Safety Standard of Excellence® mark from the American Staffing Association. The program, developed by ASA and the National Safety Council, promotes industry-wide safety best practices.

By participating in the Safety Standard of Excellence program, staffing agencies, their temporary and contract employees, and host employers can build a mutually beneficial relationship to help identify and mitigate workplace hazards and exposures, ensure clear communication between the staffing company and host employer, and clearly delineate the safety responsibilities of each party.

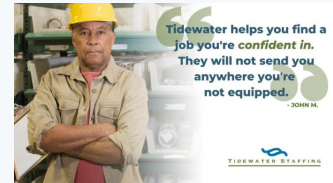
“ASA congratulates Tidewater Staffing for its commitment to protecting and enhancing worker safety by earning the Safety Standard of Excel-

lence mark,” said Stephen C. Dwyer, Esq., ASA general counsel. “Tidewater Staffing has tangibly demonstrated to clients, candidates, and employees its dedication to safety best practices.”

they can be for their temporary and contract

“Safety is and has always been

at the forefront of our minds here at Tidewater Staffing,” said Jay Prock, president of the agency. “Our safety programs are well-designed and implemented across the company, and this recognition from ASA and NSC is further indication that we are doing the right thing for our associates and host employers.”



Congrats to Jay Prock and his team on this award!

Harbor Industrial and Innovative Terminal Services takes first place in the Pacific Maritime Awards!

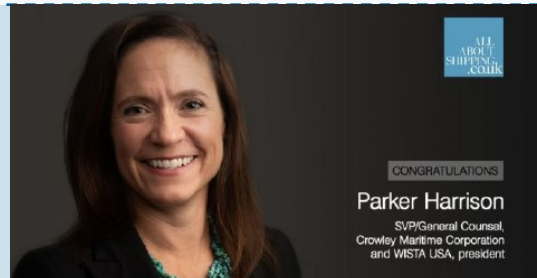
Congratulations go out to Harbor Industrial and Innovative Terminal Services for being awarded first place in the 2019 PMA Coast Accident Prevention Awards in two categories:

Mechanic Companies

Coast One Year Zero Incident Rate



INNOVATIVE
TERMINAL SERVICES



Parker Harrison of Crowley ranked among the Top 100 Women in Shipping by All About Shipping!

Congrats Parker!



About the Author



Jason Holloway is the President and Owner of Avoler Group, LLC. Founded in early 2015, Avoler Group is a contract labor agency headquartered in Norfolk, VA specializing in the recruitment and assignment of skilled trades for the marine, industrial, and ship repair industries.

A Veteran and former Naval Officer, Jason spent nearly six and a half years on active duty deploying twice to the Arabian Gulf. Following his time on active duty, Jason spent nearly four years in the ship repair and contract labor industries prior to starting Avoler Group with his business partner.

Jason was born in Annapolis, MD, but has spent most of his life in the Hampton Roads, VA area. He graduated from the US Naval Academy in 2005 with a Bachelor of Science in Economics and earned a Master of Business Administration degree from Old Dominion University's Strome College of Business in 2011. Jason currently resides in Larchmont - Norfolk, VA with his wife Ashley, daughter Berkley, and son Jackson.

Guest Author Spotlight: "Are you required to have a Hearing Conservation Program?"



Submitted by Jason Holloway, Avoler Group

While working with contract labor agencies (CLAs) it is easy for the host employer (the company providing supervision for the labor force) to overlook the requirements of hearing protection for their contractors. However, the responsibility lies with both the host employer and the contract labor company and both must ensure all workers fall under a hearing conservation program (HCP) when certain conditions are met. In most instances, the host employer has the responsibility of overseeing the HCP. Since the host employer typically controls the facility or work environment, OSHA generally requires the host to monitor noise levels on the job site. However, the safety of the temporary workforce is also the responsibility of the contract labor agency. The CLA can oversee the safety of their workforce by conducting their own jobsite walkthroughs, participating in host employer led safety walkthroughs, and by establishing baseline hearing levels of their employees coupled with annual audiograms to identify or track any potential shifts in hearing.



So, what is the purpose of audiometric testing, when is a hearing conservation program required, and what are the training requirements for our employees? As found in OSHA's Temporary Workers Initiative (TWI) bulletin No. 9, "Audiometric testing monitors an employee's exposure and hearing loss over time. When the company meets or exceeds the action level of an 8-hour time-weighted average (TWA) of 85 decibels (dB) measured on the A Scale (slow response) or, equivalently, a dose of fifty percent they must start and maintain a hearing conservation program (HCP). At a minimum, Employers must train employees exposed to TWAs of 85 dB and above in the effects of noise; the purpose, advantages, and disadvantages of various types of hearing protectors; the selection, fit, and care of protectors; and the purpose and procedures of audiometric testing. The training program may be structured in any format, with different portions conducted by different individuals and at different times, as long as the required topics are covered."

You are probably thinking—how do we protect our employees? Firstly, it's imperative the host employer and CLA establish a clear line of responsibility for each aspect of the Hearing Conservation Program. Furthermore, host employers must ensure they have properly implemented an HCP that meets all of OSHA's requirements.

Guest Author Spotlight “Are you required to have a Hearing Conservation Program”

Additionally, contract labor agencies must properly track audiograms and ensure all shifts in hearing are addressed immediately through mitigation with the host employer and medical review. Finally, both host and contract labor agencies must ensure the proper use of PPE, such as earmuffs or ear plugs, at all required times.

Below is example scenario found in OSHA’s Temporary Worker Initiative Bulletin No. 9:

A metal equipment manufacturer, Metal Works Co. (MWC), needs machine operators for a short-term increase in production. The company contracts with Temp Staffing to provide workers to work shifts on a temporary basis. Temp Staffing hires ten workers and sends them to work at MWC.

MWC’s workplace is a noisy environment, with noise exposure levels exceeding 85 dBA. Although the contract stated that each party will comply with obligations under the OSH Act, the hearing conservation program was not addressed. MWC provides ear plugs but does not train the temporary workers in their use and does not conduct noise sampling or audiometric testing for the temporary workers.

Temp Staffing has a weekly meeting with their employees and asks them if they were trained by MWC in the use of hearing protection. The temporary workers responded that they were not shown how to use the hearing protection. When Temp Staffing discusses this with MWC, MWC declines to provide training on hearing protection to temporary workers or include them in a hearing conservation program.

Analysis

MWC and Temp Staffing are both responsible for ensuring that temporary workers exposed to noise levels at or above 85 dBA are appropriately trained in the use of hearing protection and included in a hearing conservation program. Because it controls the worksite, MWC bears chief responsibility for ensuring implementation of a complete hearing conservation program. MWC is best positioned to train workers on the hearing protectors appropriate to the noise conditions found at the worksite as well as providing audiometric testing. Therefore, in this scenario, MWC may be cited for failing to include temporary employees in a hearing conservation program that includes hearing protection training and audiometric testing.

Temp Staffing should determine the noise exposure levels to which their workers would be exposed prior to their employees beginning work at MWC by assessing the worksite for potential hazards. This information should be made available by MWC. Before workers are placed in this type of environment, Temp Staffing was responsible for ensuring that training and other elements of a hearing conservation program, such as audiometric testing, would be performed. The staffing agency discovered MWC’s lapse in protection reasonably quickly, and upon discovery, immediately addressed the issue with MWC. If MWC continues to refuse to implement a hearing conservation program, Temp Staffing has the choice of withdrawing its workers from this site. If Temp Staffing fails to protect its workers, it may also be subject to OSHA citations for failing to provide a hearing conservation program to its employees, including hearing protection training and audiometric testing.

Additional Information can be found in OSHA’s TWI No. 9 and the relationship between the host employer and CLA is discussed in greater detail in OSHA’s TWI No. 11.

Tips for Remote Working and Combating Cabin Fever!

Top Tips for Working Remotely

1. Keep it Normal!

Treat it like any other work day—shower, get dressed and have breakfast. Decide on your start and end times

2. Scheduling

Make a to-do list for yourself and include breaks and lunch

3. Communication

Leverage technology—turn your camera on to engage with your stakeholders! Ensure you are actively communicating with your team throughout the day

4. Remove distractions

Try to have a dedicated work space—this will help you mentally focus on work and also separate yourself from it when the work day is over

5. End of Day Routine

Close your laptop and move away from your workspace to help to start switching off for the day

6. Stay Social

Take breaks from your computer—get coffee, take a quick walk. Exercise, make time for family

As we continue to navigate the landscape of working remotely and social distancing, it can be challenging to maintain a sense of routine and normalcy. We've compiled a list of fun activities and suggestions to keep you, your teams, and your families going as we ride this out together!

Educational Activities

Free online tours of museums, zoos and parks! [Click here](#)

Free 1 month trial of Great Courses Online Learning [Click here](#)

Take a Masterclass—cooking to writing to sports! [Click here](#)

Read the Classics! 100 books bucket list [Click here](#)

Learn a language for free on Duolingo [Click here](#)

Health and Wellness

90 day free trial of Peloton App (no bike needed) [Click here](#)

Headspace App for Meditation (free trial) [Click here](#)

Calm App for Mindfulness and Stress (free trial) [Click here](#)

Staying in touch virtually!

- Virtual Happy Hours with Family and Friends via Facetime or Skype!
- Use the app HouseParty to host a virtual game night [Click here](#)
- Start a virtual workout club
- Encourage people to have their cameras on for calls to keep that face to face connection

Upcoming Event Information

Signal Maritime Conference 2020

NEW DATE! November 2-4, 2020

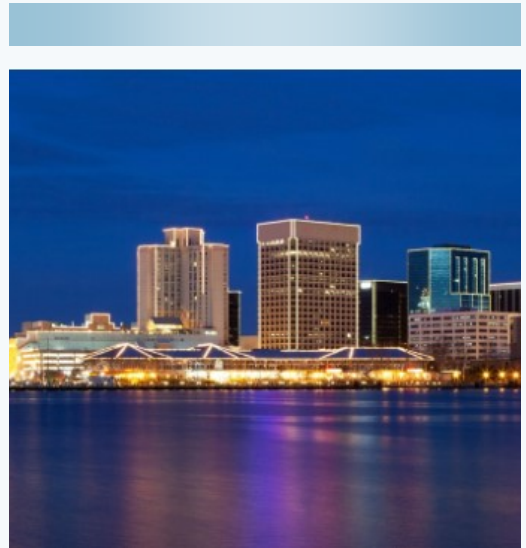
Due to the current climate of the country, we have moved this meeting from May to November. The location is the same as was planned for May

Hilton Norfolk The Main, Norfolk VA

Click [here](#) to make your room reservations

Please direct inquires/questions to Michelle Cleary

Michelle.Cleary@signal-ct.com



Signal Annual General Meeting

August 6-8, 2020

Grand Hyatt Kauai Resort and Spa, Koloa, Kauai, HI

Save the date! More details to come

Reach out to Michelle Cleary for any questions/inquires

Michelle.Cleary@signal-ct.com