

## 6. Managing the Staff

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### 6.1. Project Staff Administration

The Project Engineer is directly responsible for the training, assignment, supervision, and evaluation of all employees placed on the project staff. The Project Engineer's personnel administration duties include assigning duty and shift assignments, managing overtime and leave, monitoring ethics and conflicts of interest, accident reporting, preparing personnel evaluations, and approving time sheets. The Project Engineer should have applicable policies and procedures relating to these matters available in the field office and/or be familiar with them. Each project staff member should report daily hours worked and vehicle mileage on time sheets and vehicle mileage logs provided by the Project Engineer; staff should secure overtime approvals on the Request for Overtime Authorization form (Form 25A-042).

Good communications between the Project Engineer and the project staff are essential. Employees must know what their duties and responsibilities are, and they must be given authority commensurate with those responsibilities. The Project Engineer or the immediate supervisor should familiarize all new or reassigned employees with their responsibilities, their authority, and their relationship with other project personnel, the schedule of operations, and the status of the contract, and should consider rotation of job assignments where project conditions permit.

### 6.2. Staff Logistics

The Department provides transportation for its employees on the project site using either Department-furnished or contractor-provided vehicles. When the project site is located over fifty miles from the employees' normal work location, the Department provides transportation for its employees to the project site, and provides either meals or lodging for the employee, or pays the employee a daily allowance in lieu of meals and lodging (per diem) while they are stationed at the site. Check union bargaining agreements for detailed requirements.

Occasionally contract pay items include meals and lodging. When the contractor furnishes these items, the contract contains all of the requirements the contractor has to meet; payment is handled exactly as on any other pay item except that it is coded differently on the progress payment recapitulation sheet (Section 8.6).

All drivers of state vehicles must be 18 and have a valid Alaska Driver's License. Drivers must have a valid Alaska Commercial Driver's License if the License is required for operating their work vehicle (see Division of Motor Vehicles Website and *P&P 07.01.010* for requirements). Drivers are responsible for safety and operation checks on their vehicles (checking oil, gas, batteries, and lights) as well as arranging for all periodic maintenance and repairs.

Drivers should immediately report any accident involving a state vehicle to their supervisor. Report forms with instructions for reporting accidents should be in the glove compartment of the vehicle. Report accidents involving personal injury and/or damage to either vehicles or property on the Supervisor's Accident Investigation Report (Form 02-932). If the accident occurs within the project limits, or within the construction work zone (between construction warning signs), or involving traffic in a queue backed up from work with the project limits, file a Work Zone Accident Report (Form 25D-123). All of the comments in this section apply to both Department-furnished vehicles and contractor-furnished vehicles. The *ADOT&PF Safety Manual*, chapter 2.9, section 6, provides specific details on accident reporting.

ACM Sections 6.4 and 6.5 cover safe working conditions on the project.

The Department insures its vehicles only for public liability and property damage; the Department's employees have insurance under the Alaska Worker's Compensation Law. The contractor furnishes additional insurance coverage on the vehicles they provide. The driver should check vehicles for Proof of Insurance, Alaska DMV registration, and accident report forms. Further details on vehicle operation and responsibilities are contained in Section 5.3 regarding transport of hazardous substances on the project; *P&P 11.04.010 Use, Storage, and Marking of State Owned Vehicles and Equipment* and the *P&P 10.03.010 Property Control*.

### 6.3. Authority and Duties of Inspectors

Each project staff member should receive a written, general notification of his or her assignment to a project (Section 1.3). The Project Engineer will assign each staff member their specific project responsibilities and their authority. An inspector's duties may include:

- inspecting any one or all of a contractor's construction operations;
- sampling and/or testing materials produced by or provided by the contractor;
- measuring or verifying the measurements of pay item quantities;
- keeping daily records of the work in progress;
- performing project office duties that could include: reviewing materials submittals, calculating pay item quantities, establishing audit trails from source documents to the calculated quantities;
- assigning duties to and supervising other inspectors.

The inspector is usually authorized to clarify the contract for the contractor when questions arise, to reject materials or work performed by the contractor, and to act as supervisor for other inspectors on larger projects. Inspectors should familiarize themselves with the overall contract placing specific emphasis on the areas of the contract they are responsible for. They should be alert to the status of the work and should maintain good communications with the contractor, keeping the Project Engineer current on the contractor's progress. Inspectors who supervise others have responsibilities similar to those outlined for the Project Engineer in Section 6.1. Some of those responsibilities could include: duty and shift assignments, overtime management, preparing personnel evaluations, and time sheet approval. Inspection duties and reporting requirements are covered in more detail in Sections 10.1 and 10.3.

### 6.4. Personal Safety

Personal safety and safe working conditions are a top priority on construction project sites, where the exposure to potential accident and injury is much higher than in most work environments. The Project Engineer must set the example for the project staff by encouraging staff to bring safety concerns to him/her

and maintaining safe working conditions. The Project Engineer should hold safety meetings at least once each month and all project staff members should attend. The topics of discussion should fit the type of project and the particular construction activities under way at the time. A brief summary of each meeting should be kept on the Supervisor's Safety Meeting Report form (Form 25M-063), and all those attending the meeting should sign the back of the form. A summary of all safety meetings shall be sent to the Regional Safety Officer. The safety meeting summary shall state how many employees attended the meetings, how many did not attend and how much time was spent in the safety meetings. Vehicular accidents and reporting requirements are covered in Section 6.2.

All necessary safety equipment, required for the particular field conditions, should be made available to any staff member who needs it (AS 18.60.075). This includes items such as hard-hats, safety vests, safety glasses, hearing protectors, and life jackets. The *ADOT&PF Safety Manual* does reference personal protective equipment and the required assessments. Section 5.3 covers safety precautions that must be taken around toxic and hazardous substances that may be present on the project site. Each field office, field laboratory, and all vehicles will be equipped with a first aid kit that is sufficient for the type of project and number of employees.

The Project Engineer, and each staff member in a supervisory position, must have a valid first aid card and a valid certificate in cardiopulmonary resuscitation (CPR). At a minimum, projects with fewer than fifteen employees require only one first aid and CPR certificate; projects with more than fifteen employees require at least two first aid and CPR certificates. Each employee should familiarize themselves with the contents of the *ADOT&PF Safety Manual* that applies to their working conditions. The *ADOT&PF Safety Manual* is available on the Department's internal website, copies are available on computer disks, and a link is provided on the Design and Construction Standards' external website.

The terms of the Alaska Worker's Compensation Law apply to all Department employees who sustain injuries on the job. Accidents involving employees that result in hospitalization or fatality must be reported immediately to the Group Chief/PM, Regional Safety Officer, and the Alaska Department of Labor. OSHA must be notified within 8 hours (AS

18.60.058). The Project Engineer must also formally report any accident on the Supervisor's Accident Investigation Report (Form 02-932), and the Report of Occupational Illness or Injury (Form 02-921). When an employee returns to work following an injury involving loss of time, the Project Engineer should notify the Group Chief/PM.

The Department is committed to providing a safety-conscious work environment where concerned individuals feel free to raise safety concerns without fear of retaliation. The Department has created an Employee Safety Concerns Program (ECP) that is managed by the Statewide Safety Officer. The program is intended to handle safety concerns from employees, who do not choose to raise concerns with their immediate supervisors.

### **6.5. Project Safety**

The Project Engineer and project staff should be alert to any unsafe working conditions that might develop on the project. The contractor is responsible for compliance with applicable safety standards. If in the judgment of the Project Engineer, a serious hazard exists that presents imminent danger to the contractor's employees, to the state's project staff, or to the public, the Project Engineer may exercise his authority to direct the contractor to stop working on the affected part of the work until corrective measures are taken to eliminate the hazard.

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