

## **KIEWIT CORPORATION**

- More than 130 years of construction excellence
- Operations throughout North America
- \$8.7 billion in 2017 revenue
- Privately held owned by active employees
- Industry-leading safety and quality performance
- One of the largest privately owned equipment fleets in North America



### THE ESSENTIALS OF SUCCESSFUL CONTRACTING

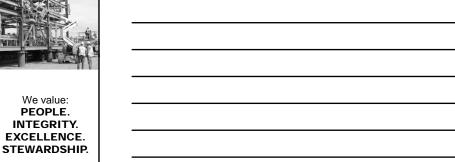
Getting work at the right price Building work at the lowest cost Taking care of our assets

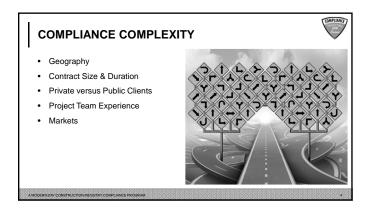
### **VALUING THE BASICS**

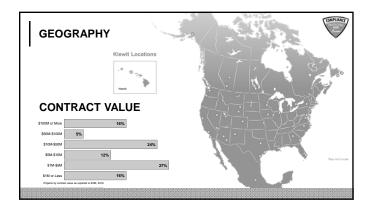
Approach to business

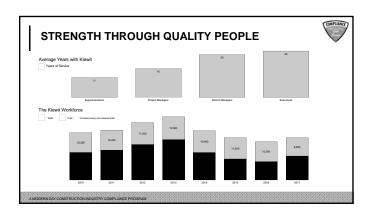
- Core values
   People
   Integrity
   Excellence
   Stewardship
- - Ethical
     Fair
     Conservative
     No surprises

INTEGRITY.





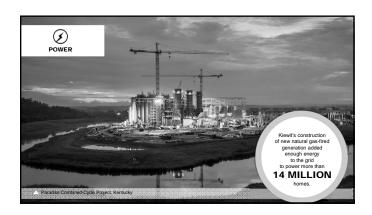


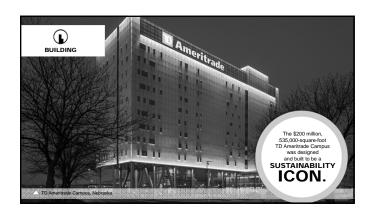


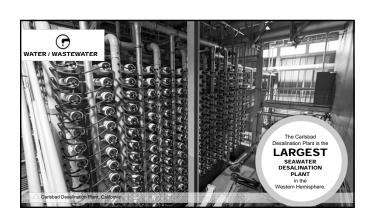




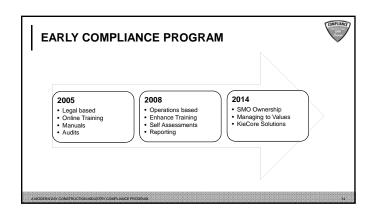


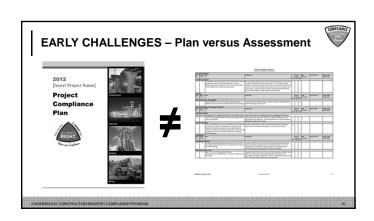














## **EARLY CHALLENGES – Us versus Them**



- Compliance roll to find problems and report them
- "Uh oh! Compliance is here!"
- Auditors don't solve problems
- Disagreements over "issues"
- Disagreements over corrective actions
- "So who's losing their job?"



A MODERN DAY CONSTRUCTION INDUSTRY COMPLIANCE PROGRAM

# **EARLY CHALLENGES – Subject Matter... Experts?**



- Compliance or Legal responsible for regulatory knowledge
- Limited expertise for most topics
- SMEs had little engagement (not their day job)
- Primary role was to answer questions if asked
- Few had operational experience



# EARLY CHALLENGES - Did You Read the Manual?



- Big, thick manuals only reiterate the requirements
- Appendixes full of regulatory language
- Few procedures or guidance given
- Infrequently updated
- · Infrequently read



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## **EARLY CHALLENGES – Too Many Managers?**



- Every operating district required a District Compliance Manager
- Repurposed people into Compliance Managers
- Full-time or part-time?
- Team or solo?
- · Lack of consistency



A MODERN DAY CONSTRUCTION INDUSTRY COMPLIANCE PROGRAM

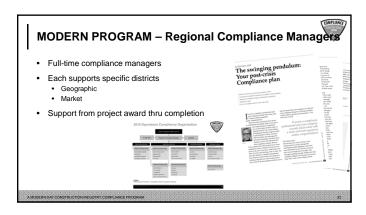
## EARLY CHALLENGES - We've always done it...

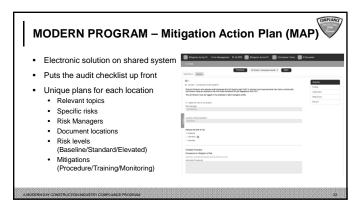


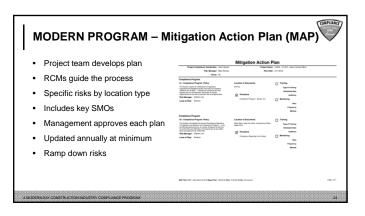
- · Operations personnel resistant to change
- Upper management remembers the simpler days
- Compliance managers weren't prepared to be change managers
- "Just do it this way... because I said so."



MODERN DAY CONSTRUCTION INDUSTRY COMPLIANCE PROGRA







## **MODERN PROGRAM - Project Startup Focus**



- The first visit shouldn't be the audit
- Get processes up and running
- Provide targeted, live training
- Provide the team with the tools they need
  - Standard Operating Procedures
  - Electronic solutions/systems



## MODERN PROGRAM - Risk-based Assessments



- Bigger projects, bigger risk?
- District offices versus construction projects?
- Maintenance facilities versus mines?
- Two options:
  - Location Type
  - Risk Score
- · Assessment against MAP
- · Includes key SMOs

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## **MODERN PROGRAM – Subject Matter Owners**



- · All topics have SMOs
- SMOs from operational groups
- Specific responsibilities
  - Knowledge of regulatory changes
     Annual MAP review/update

  - Develop SOPs
  - Develop tools/solutions
  - Review/update training
  - Enterprise Risk Assessment
- · Legal provides advice

Topic	Role and Responsibilities					
Knowledge	As pulled in the large case, observed in a separation and have the expension in part to Company.  A tender expected onlying as a gainty objective of the company of the Company.  A tender expected onlying as a gainty objective of the company in the Company, software the region of the company objective objective of the company objective objective objective objective of the company objective obje					
Policy	Amusit review of Corporate Pointy Expolarate     Recommend sharpes in Corporate pointy statement as needed, notice with legal and operations as appropriate.					
Process, Procedures and Tools	6 capes is her Logis and consider destination, is write the proposal diverges and desting policies and presents for the converse that the sens the Company's health allow an increasing section and proposal and other destinations are proposed and other destinations are considered as the contract of t					
Communication	<ul> <li>Communicate pending impacts to clasifications in a timely memor, expectally estimates and proposed groups if they reset to factor additional costs into tools.</li> <li>Communicate the outside of process development to adalentations so they are proposed and ready when pending regulators are freedom.</li> <li>Communicate and describes lead costiles materials and tools when reculators are freedom.</li> </ul>					
Training	Demonstrate and it is that there is included and the and set and final demonstration of the set appropriate to include a limit of the set and the					
Risk Assessment	In developing pointy and procedures, understand the less of the large area to the Company, including the results of non-compliance.  I Ensure the SOO's appropriately reflect the not profits of the large area.  Proceds the debut during Enterprise Real Assessment process.					
Monitoring	I flexulty a process is or some the processes and procedures are followed:  I flexulty a manifolding process in event that the costs are official, the process is softward to throughout the  For large event this flexulty, associated for the collections and event the properties in compartment is actives the  beautiful processes and procedures as related.  For large event processes and procedures as related.  For large event processes designated and are as procedures as to SERS to the follows the throughout the processes are settled.					
Reporting	<ul> <li>On a periodic facio, EMCs elli properti fie compliance status of their topic area to the Compliance Council particular areas) 3 is present at an inscission.</li> <li>Anni properti prop</li></ul>					

# \*\*MODERN PROGRAM - Training \*\*Targeted training based on \*\* Job role \*\* New hire \*\* Project risks \*\* District risks \*\* Live training as mitigation \*\* Material regularly updated \*\* Management visibility \*\* Management visibility \*\* Management visibility \*\* Targeted training based on \*\* Job role \*\* New hire \*\* Project risks \*\* District risks \*\* Live training as mitigation \*\* Material regularly updated \*\* Management visibility \*\* Manageme

