

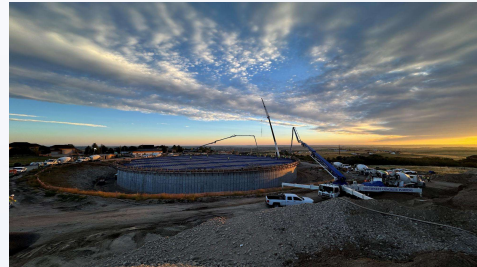
Safer Starts, Stronger Teams: The Link Between Mentorship and Retention

[Marinho Goncalves, Department Manager - Safety](#)



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Presentation Objectives



- 1) Bridges - Safety Mentorship?
- 2) Industry Insight – Workforce Retention & Safety
- 3) How and Why of Garney's Safety Mentorship (SSTOP)
- 4) Rollout Roadmap for your company? How and Why?



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Safety Mentorship?



1. **Training** = task & compliance

2. **Mentorship** = relationship & coaching

- *Training tells you what; Mentorship shows you how* -



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BRIDGES - Safety Mentorship?

Builds trust (valued & supported)

Reinforces safe habits

Increases belonging

Drives excellence

Grows meaningful relationships

Empowers support

Strengthens safety culture



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Safety Mentorship?



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Industry Insight – Workforce

- 1) Aging workforce and generational gaps
- 2) Turnover and recruitment challenges
- 3) Knowledge drain as veterans retire



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Construction Sector – Insight



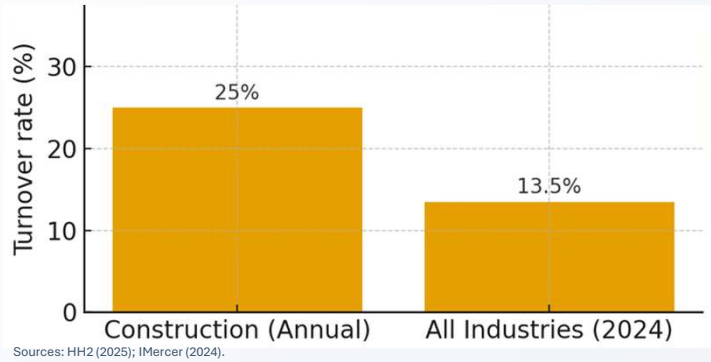
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Construction Sector – Age/Skill Gap



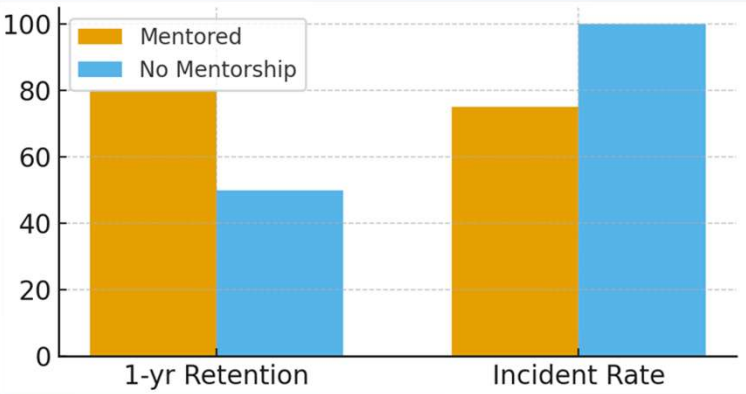
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Construction Sector – Turnover



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Construction Sector – Mentorship



Derived from industry mentorship program benchmarks (2024–2025).



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SAFE START TO OWNERSHIP (SSTOP)



WHAT IS THE SSTOP?

An onboarding mentoring and training program for all newly hired salaried and hourly field Employee-Owners

WHY THE SSTOP?

As a self performing contractor, it is our moral obligation to provide the best opportunity for our new EOs to perform their jobs safely.



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STEPS OF THE MENTORSHIP PROCESS

Initial Training & Job Site Orientation

The Project Manager, Project Engineer, or Safety Manager are to guide the new EO through the safety new hire videos and paperwork.



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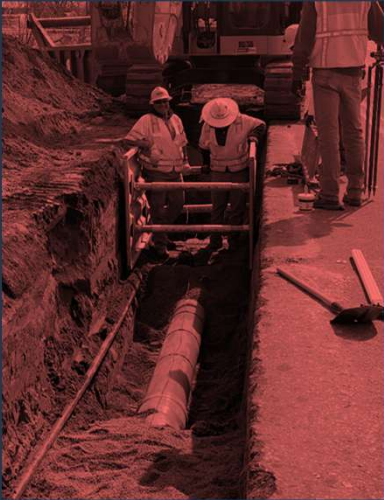
Initial Training & Job Site Orientation

1. New Hire Safety Orientation videos

2. Safety Policy Acknowledgement

3. Safety Orientation Acknowledgement

Introductions: Mentor and Mentee are introduced as well as supervisor.



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STEPS OF THE MENTOR PROCESS



Welcome, general overview of project, and provide appropriate PPE.



Tour the project site while pointing out specific job hazards.



Show where all safety information for the project is and introduce SSTOP.



Provide the new EO a Mentor contact sticker to place in their helmet.



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QUALITIES OF A MENTOR

- Experience and Expertise
- Good Communicator
- Empathy & Supportive
- Positive Role Model
- Patience and Adaptability
- Availability & Commitment
- Honest & Fair
- Garney Pride



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WHY IS 180 DAYS CRITICAL?

- Most incidents occur within the first 180 days.
- Communication, Mentor is open to answering all questions.
- Safety materials are critical, but the relationship Mentor and Mentee is more important.
- Real job examples and personal experience to make material relevant.



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FIRST 180 DAYS TRAININGS

Training Items	Trainer	Date Complete	EO	Trainer	Superintendent
1. PPE and proper clothing and footwear	Supervisor or Mentor				
2. Empowerment Training/Self Preservation	Supervisor or Mentor				
3. 360 Awareness (in general and for that project)	Supervisor or Mentor				
4. Personal Care (Sleep, Hydration, Working in Sewage, Cleanliness, wet feet, etc.)	Supervisor or Mentor				
5. House Keeping / Access / Walk Paths / Material Storage	Supervisor or Mentor				
6. Heat / Cold Awareness	Supervisor or Mentor				
7. Equipment Safety Awareness / Operator Blind Spots	Supervisor or Mentor				
8. Proper Ergonomics / Body Positioning	Supervisor or Mentor				
9. Pinch Points & Caught Between	Supervisor or Mentor				
10. SDS Procedures / Hazardous Materials	Supervisor or Mentor				
11. Existing Utilities	Supervisor or Mentor				
12. Small Tool Awareness Training (Training specific to skill saws, cut-off saws, pipe saws, grinders, drills, plate tamps, jumping jacks, chipping hammers, etc. shall be completed as part of the job / tasks specific training.)	Supervisor or Mentor				
13. Hot Work Safety – Fire Extinguishers – Fire Prevention	Supervisor or Mentor				
14. Ladders	Supervisor or Mentor				
15. 3 Points of Contact	Supervisor or Mentor				
16. Lock Out / Tag Out	Supervisor or Mentor				
17. Working in Traffic / Barricades / MOT	Supervisor or Mentor				
18. Working in Weather	Supervisor or Mentor				

RESTRICTIVE ACTIVITIES

180 DAY TRAINING

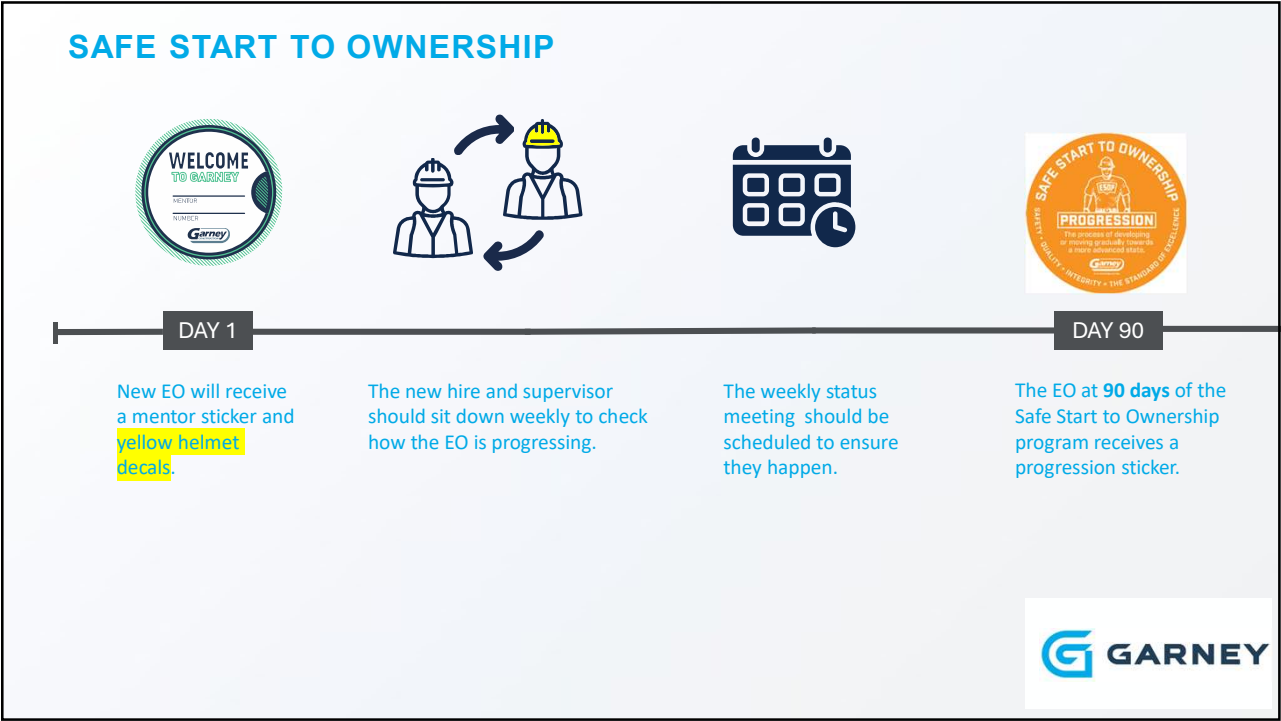
OSHA has identified several of the operations we perform daily as high hazard.

These operations pose a threat to life and can cause severe injuries when proper safety precautions are not followed.

All new EOs will **NOT be allowed** to perform tasks in these areas until they have received training.

RESTRICTIVE ACTIVITIES				180 DAY TRAINING	
Training Items	Trainer	Date Complete	EO	Trainer	Superintendent
1. Confined Space Entry	Safety Professional	-	-	-	-
2. Fall Protection	Safety Professional	-	-	-	-
3. Trench / Excavation Safety	Safety Professional	-	-	-	-
4. Silica Awareness	Safety Professional	-	-	-	-
5. Rigging & Sling Awareness	Safety Professional	-	-	-	-
6. Pinch/Crush Point and Slips, Trips and Fall	Safety Professional	-	-	-	-

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SAFE START TO OWNERSHIP









DAY 180

The EO, mentor and supervisor should review the Safe Start to Ownership evaluation to know if the new EO understands the safety requirements.

At the end of **180** day the new EO should complete the Safe Start to Ownership evaluation.

At **180 days** & completion of the SSTOP, graduate will receive a new **orange helmet decal**.

At the quarterly shutdown following the completion of the 180 days, the graduate will receive a certificate and a completion t-shirt for recognition of completion of the program.



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SAFE START TO OWNERSHIP









PROJECT COORDINATOR

SAFETYCOUNCIL@GARNEY.COM

180 DAYS - 1 YEAR

1 YEAR +

The Project Manager should inform the Project Coordinator that the EO has completed the program.

The EO will complete an anonymous survey and submit it to safetycouncil@garney.com

The EO will continue to wear the **orange decal** for a period of 1 year from the EO's start date.

The EO will receive a new **white helmet decal** along with a Graduate Logo Sticker on the 1-year anniversary of their start date.



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THE SSTOP CORE

6 Core Elements of Success



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1. GET TO KNOW YOUR PROGRAM

- Develop a sound understanding of the SSTOP;
- Have the SSTOP materials on hand (Manual, Stickers, Shirts, Helmet Decals)
- Understand the training modules to prioritize what training is most applicable for your new hire.



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2. GET TO KNOW YOUR MENTOR



- Assess mentor skills as a trainer.
- Understand who your mentors are (mentor list).
- Use the [SSTOP Presentation](#) to prepare and train your mentors.



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3. GET TO KNOW YOUR MENTEE



- Be intentional with your Day 1 orientation.
- Involve the mentor in the mentee's orientation and initial site walk.



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4. CREATE TIME

- **Direct Supervisor** should establish a weekly time for the mentor and mentee to meet and discuss progress, answer questions and obtain feedback.
- **Direct Supervisor** should routinely check-in with mentees, reviewing their manual and signing off on training.



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5. CREATE OPPORTUNITIES

- The opportunities to train and mentor a new employee are endless:
 - Through the SSTOP modules (safety skills).
 - During the execution of our tasks (technical skills).
- The opportunities to identify potential on our new employees and place them on a path to success.



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6. CREATE RELATIONSHIPS

- The SSTOP program allows you to mentor and build a relationship with a new employee.
- This relationship should not stop once the mentee graduates, rather it should continue forward and become stronger.





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Rollout Roadmap How and Why?

1) **Start** small, scale fast

2) **Consistent** check-ins

3) **Recognize** mentor/mentee contributions

The diagram shows a circular process for the Mentorship Program. It is divided into four quadrants: Q1 Pilot (blue, rocket icon), Q2 Refine (green, wrench icon), Q3 Expand (grey, upward arrow icon), and Q4 Evaluate (yellow, checkmark icon). The center text reads 'Mentorship Program Continuous Improvement Driving safety, engagement, and retention in construction'. A blue 'G' logo is at the bottom right.

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Measuring Success

Quantitative

- Retention
- TRIR/IFR
- participation

Qualitative

- Feedback
- Observations
- Safety behaviors

KPIs

Mentee participation %

- TRIR trend
- Onboarding completion

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ROLLOUT ROADMAP

From Pilot to Full Program in 180 Days



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PHASE 0 – BUILD READINESS

- **Secure sponsorship:** an executive owner and a named program lead.
- **Assess the baseline:** current turnover, new-hire incident rate, etc.
- **Confirm/develop resources:** mentors, manuals and training time in the schedule.
- **Define success:** agree up front on what a successful 180 days looks like.



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DAYS 1–60: PILOT SETUP

- **Pick one project/one department.**
- **Train Mentors and match Mentor/Mentees pairs**
- **Set the calendar:** put the weekly mentor/mentee check-in on the schedule now.
- **Protect the time:** supervisors must treat mentoring hours as production hours.
- **Brief the team:** explain why Safety Mentorships exists.



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DAYS 61–90: LAUNCH

- **Weekly check-ins.**
- **Sign off training.**
- **Listen early.**
- **Coaching & Feedback:** mentors.
- **Evaluation & Future Requirements.**



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DAYS 91–180: SCALE THE PROGRAM

- Expand by region/other departments.
- Grow the bench: graduates become the next generation of mentors.
- Close the loop: 180-day evaluation, certificate, and completion recognition.



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COMMON BARRIERS

- **“No time for mentoring”** – schedule the check-in; 15/30 minutes beats an incident.
- **Wrong pairing** – re-pair early and without blame; fit matters more than seniority.
- **Paperwork drift** – sign off training the day it happens, not at 180 days.
- **Program fades** – keep recognition visible: decals, certificates, shout-outs.



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SITUATIONAL SCENARIO #1

A very young and very inexperienced person has been hired as a laborer.

You have been assigned to be his mentor.

There are four other members of your pipe crew, two experienced laborers, an experienced excavator operator, and another laborer that has been with Garney for 90 days.

What would your plan be for the new Mentee?

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SITUATIONAL SCENARIO #2

The employee that you have been mentoring for four months has become an excellent worker and for the first three months has showed up every day and never late.

In the last month he has missed several days and when he is there, is usually late to work.

He is nearing SSTOP graduation time and has completed most of the required training, but you are concerned about his absenteeism and being able to complete the remainder of the SSTOP.

What would you as a Mentor do?

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QUESTION:

WHO CAN HELP ME WITH THE MENTEE AND/OR THE SSTOP PROCESS?

ANSWER:

The Project SSTOP Champion should be the mentor's first contact for help and guidance with the SSTOP process.

Additionally, the Supervisor, Safety manager, project management team members, and other Garney Mentors can assist with the mentee and/or SSTOP process.



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QUESTION:

WHAT CAN I, AS A MENTOR GAIN BY BEING A MENTOR?

ANSWER:

- ✓ Pride in knowing you are preparing the EO's of the future.
- ✓ Making your crew and the company safer.
- ✓ Greater ESOP Less spent on injuries.
- ✓ Helping Garney attract more workers.
- ✓ A more valuable Garney EO
- ✓ Developing / Practicing Leadership Skills



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Key Takeaways

"Mentorship turns experience into legacy — and legacy into retention"

Martin Rowinski, Inc. magazine



- Mentorship boosts retention & safety
- Connection drives engagement
- People-first culture sustains excellence



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What questions can we answer?

[Marinho Goncalves](mailto:mgoncalves@garney.com) mgoncalves@garney.com



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