

Analyzing the effects of operational excellence in safety performance

Chen Zhang, Yuan Wan, Yong Zou

Abstract— In the present exceptionally competitive construction industry, there is a basic requirement for directors to consistently enhance their company's proficiency and adequacy. Even more particularly, directors need to know which execution measures are most basic in deciding their association's general achievement. Benchmarking, when done legitimately, can precisely distinguish both effective organizations and the hidden purposes behind their prosperity. Be that as it may, thorough benchmarking inside the construction business remains an embryonic field. This paper dissects and studies both the execution measures and measurements utilized generally in the construction business and the benchmarking models created to date for the business. In view of the aftereffects of this investigation, benchmarking models utilizing information envelope examination are recommended that offer noteworthy upgrades over current models. The proposed models measure construction firm execution on a vast premise, encourage exchange off examinations among different execution measurements, and tie the assets exhausted by construction firms to how well those organizations perform generally. The models additionally give supervisors direction in deciding how particular organization assets can be reallocated to enhance general organization execution.

Index Terms—Safety, OSHA, EMR, NIOSH

I. INTRODUCTION

There is much interest for enhancing construction site security for philanthropic reasons and on account of the increasing expenses of specialist remuneration and Occupational Safety and Health Administration (OSHA) fines. As indicated by the National Safety Council, construction mischances asserted 1,300 lives in (1993 Accident 1994). Further, the joined damage and ailment rate for the construction business is higher than for all different enterprises aside from farming. Laborers' pay rates have expanded drastically in almost two decades. From 1974 to 1994, for instance, general carpentry rates expanded a normal of 3.8 times in the United States; auxiliary steel erection manual rates expanded almost 3.5 times for a similar day and age ("third quarterly" 1974, 1994). OSHA has likewise expanded its fines essentially as of late.

While trying to lessen fines and the potential for mishaps, construction organizations are utilizing full-time security facilitators, expanding wellbeing investigations, creating exhaustive wellbeing programs, and executing "back-to-work" programs for harmed specialists. Besides, the National Institute for Occupational Social and Health

(NIOSH) made the Construction Safety Excellence Center at West Virginia University to give a construction site security asset to the business. The Construction Industry Institute has additionally financed a few research ponders identified with enhancing jobsite security (Hinze and Figone 1988; Liska et al. 1993). To date, a great part of the wellbeing research performed has tended to basic security achievement considers by recognizing elements that are imperative for wellbeing achievement. There is a requirement for examine that gives quantitative wellbeing component inputs related with enhanced security execution. This examination expands on other research work and distinguishes how much element input is important to accomplish effective wellbeing execution; in this way, giving the business target procedures for enhancing construction security execution. By measuring these data sources, wellbeing facilitators can allot constrained assets in a more financially savvy way to accomplish enhanced security execution and to imitate or enhance the organization or business security record. A differing qualities of security execution measures were considered in this examination as a result of the inborn qualities and shortcomings of each measure, as clarified in detail in later areas of this paper. A mix of both quantitative and subjective security measures are utilized to assess the wellbeing execution of a construction organization. Quantitative measures incorporate the OSHA recordable, lost time and seriousness rates, and the experience adjustment rating (EMR). A subjective rating was additionally utilized comprising of extraordinary, normal, and underneath normal business execution. This rating compliments the more target measures as it utilizes a subjective appraisal by an educated organization security agent to assess wellbeing execution at the business level.

The construction business in any nation is a foundation of the economy since advance requires the working of things be it houses, streets, dams or landmarks. Since there is continually something for the partners of this industry, it is justifiable to feel that the business is dependably in a blast. Incidentally, this is frequently not the case and this is obvious in the last many years of the twentieth century when staleness swarmed the business. Organizations were failing to meet expectations and the normal turnover came up short. Botch alongside construction extends that went amiss was a day by day event. The requirement for a model of operational greatness was consequently apparent and this upheaval begun with the contribution of people like Sir Michael Latham (1994) and Sir John Egan (1998) whose thoughts changed the way the business put forth a concentrated effort as far as effectiveness and construction. This insurgency touched the business in different nations and the globalization of the world additionally urged them to receive models that will improve consumer loyalty, cut cost, cut inefficient procedures regarding overseeing assets and materials. An unnatural

weather change as a reality additionally influenced the path in which business had been led in this industry since there was the scan for models that could empower sound and natural cordial practices that still guaranteed ideal profitability.

The construction business hence looked outside itself to embrace operational models that were at that point practically speaking in different orders to advance themselves. The models that fall inside the domain of operational excellence were taken into honed however challenges like innovative driving force and proficient administration made it a moderate procedure. Today, a portion of the best operational perfection models are connected by a larger part of the organizations inside the business to an effective degree. This is helped many organizations to yield better outcomes fiscally, make a more compelling group, oversee assets successfully and encounter construction. Because of innovative work, the industry is utilizing more cost effective and naturally cordial practices which is operational perfection taking care of business. Operational perfection as a model for the construction business is basic and compelling as clear in its direct suppositions and procedures. All it involves is that operations along the esteem chain ought to be sufficiently overseen in a path in which client esteem winds up plainly focal. There is likewise the need for cost decrease which empowers the organization to pick up a focused edge. At the point when all exercises inside the association's administration strata create esteem and are effective, it is the ideal purpose of operational greatness. There are many models appropriate inside the construction business outfitted to accomplish operational magnificence. To realize that a specific model is an operational excellence demonstrate, it must adjust to the accompanying; lessen cost, increment the unwavering quality of business forms, diminish working capital yet increment beneficial outcomes, and similarly abbreviate process durations keeping in mind the end goal to have the capacity to react to customer requests in a more adaptable and productive way. Another parameter in realizing operational excellence is safety, which there are some studies about model development of operational excellence toward improving safety (Liu et al. 2015; Liu et al. 2017). Consumer loyalty is the objective of operational excellence yet industry profitability, construction and manageability are likewise its trademarks. The examination of the greatness models anticipated by partners and researchers inside construction industry is an endeavor to deliver the best operational excellence demonstrate.

II. PREVIOUS RESEARCH IN THE FIELD

Specialists have examined components related with organization and business wellbeing accomplishment for quite a while. A lot of this exploration has been unmistakable in nature, distinguishing characteristics related with improved construction wellbeing execution. Noteworthy variables related with effective security execution as controlled by the examination are abridged. A few wellbeing execution measures can be utilized to assess an organization's security execution. Both EMR and OSHA reportable frequency rates are valuable in assessing organization wellbeing execution over various years (Levitt and Samelson 1987). An organization's EMR is a critical marker since it mirrors the cost a temporary worker pays for laborers' remuneration protection. Specialist's remuneration is straightforwardly

identified with security execution through cases paid because of mishances. EMR is ascertained by taking the proportion between the dollar measure of balanced real claims documented to the dollar measure of balanced expected cases for a specific kind of construction, and is a three-year running normal beginning one year preceding the last entire year ("The Workers" 1991). Along these lines, an EMR of 1.2 means that a temporary worker pays 20% more for specialists' pay protection than a comparable organization with an EMR of 1.00. This extra cost can make a temporary worker less focused. The real EMR condition and an example estimation can be found in Everett and Thompson (1995). Both Levitt and Samelson (1987) and Everett and Thompson (1995) clarify the confinements utilizing EMR. Levitt and Samelson express that: (1) EMRs are not intelligent of the present security execution of an organization since the most recent EMR depends on a normal of the organization's execution four, three, and two years back; (2) little organizations may not be qualified to get an affair rating and, notwithstanding when they are, their EMRs may not effectively mirror their own cases contrasted with bigger organizations; (3) new organizations or new joint endeavors are consequently appraised at 1.0; and (5) the holding practices of the temporary worker's insurance agency and a contractual worker's practices on checking stores can influence EMRs.

As indicated by Everett and Thompson (1995), a few extra constraints exist: (1) The recipe is mind boggling and motivations are hard to perceive; (2) distinct forms of the EMR figuring are utilized (albeit the majority of them utilize techniques comparative or indistinguishable to the National Council on Compensation Insurance); (3) EMR gives more prominent weight to misfortune recurrence than to misfortune seriousness; (4) for huge businesses, the significance of extreme misfortunes is higher than for little bosses; (5) managers wind up paying higher protection premiums as consequence of mishaps that happen today; and (6) everything being equivalent (work order, individual hours of work, real misfortunes) varying wages rates will influence the computed EMR. One can plainly observe that there are restrictions in utilizing EMR as a sole measure of a contractual worker's security measure. In spite of the confinements related with EMR, it is as yet a broad acknowledged measure. Levitt and Samelson (1987) express that EMRs give a valuable strategy to contrasting an organization's wellbeing execution and that of comparable organizations. As per a protection industry proficient, EMR can be as yet utilized as a sign of an organization's general security record. On the off chance that the EMR is more prominent than 1.0, it implies the temporary worker is encountering misfortunes more prominent than alternate organizations in that state and has the chance to make strides. On the off chance that the EMR is short of what one, the temporary worker is encountering less misfortunes than other practically identical organizations.

III. METHODOLOGY

The study is the qualitative study of gathering the industry wide data and analyzing the factor affecting the performance. The research includes the analysis from previous research in the field and current market trends.

IV. LIMITATIONS

In view of a constrained measure of information, it is unrealistic to isolate the information into various sorts of construction organizations (e.g., steel erection, electric, repairman, and so on.). The vast majority of the organizations are general temporary workers in charge of building and mechanical tasks. Besides, it was just conceivable to explore security inputs utilizing recordable occurrence rates, EMR, and a subjective rating at the venture level; because of the absence of information with respect to the lost time and seriousness rates, it was unrealistic to give relative examination utilizing these extra wellbeing measures.

V. DISCUSSION

The need to accomplish world class gauges of cost, quality and agelessness can't be exaggerated. This is the reason the construction business should discover operational greatness models that bring together to tackle these issues for the worldwide business thus should work for everybody in any event to differing degrees. From a perception of the European, mainland, Australian and American researchers and progressively whose suppositions have advanced this examination, the require this unification is clear. This is likewise extremely huge as of right now on the grounds that, the worldwide status of the world makes it troublesome for organizations inside the business that can't contend with other universal partners to succeed. Thompson (2005) demands that British organizations inside the business and additionally those in different parts of the world must set up operations that empower them to rival different partners anyplace, research to embrace more beneficial and earth solid and creative strategies, prepare directors and staff to meet the benchmarks of the aggregate quality administration display that improve effectiveness, controls waste and update efficiency. Thompson (2005) is on point however she is resounding the supposition of different researchers like Dale, Cooper, and Wilkinson (1997) who after seeing the finish of period battles of the British construction industry required an adjustment in operations and viewpoint to administration. They saw the worldwide market as a rich chance of learning and restoration for the home construction industry regardless of the way that numerous masterminds saw it with fear. It is on account of the capacity to grasp change that business divisions stay pertinent and beneficial to the country and this is apparent in the construction business and the lift that operational models of perfection bring.

Oakland (1990) similarly makes a commitment to the mission for an operational magnificence show inside the construction business specifically and business organizations as a rule. As an instrumental supporter of this interest, he imagines a model that investigates the distinctive aspects that make up greatness as far as operation in the business. Quality, competitiveness, and clients and additionally understanding and building the quality chains and in addition quality administration, surveying needs and investigating models and systems that are underwriters of operational excellence. John Oakland is credited as one of the researchers who have done remarkably as far as working out a model of operational magnificence for the construction business and other related administration fields.

Coleman and Douglas (2003) focuses on the ISO 9000 model of operational perfection and inquiries what's on the

horizon for organizations that apply this method of operation. This is a germane request in light of the fact that ground breaking is significant to the operations and construction of any organization inside any industry. The ISO 9000 model is one that many organizations in the construction segment are fascinated with, making this request vital to partners of the business. Coleman and Douglas (2003) repeat that the ISO 9000 model is a fundamental model for operational perfection that lays the guidelines of productivity to any outfit. However, there is the need to receive a higher model which will gel flawlessly with the essential ISO 9000. To the twosome, European Foundation for Quality Management (EFQM) is the best model to consolidate since its criteria of execution are clearer than numerous others. To these researchers, organizations that start up with ISO 9000 preceding graduating to more mind boggling models like European Foundation for Quality Management (EFQM) achieve more ideal outcomes over the long haul as far as consumer loyalty, cost productivity and generation construction. This is operational greatness practically speaking and the assignment of embracing two models, one that is a redesign of the other ought not be excessively deplorable for any organization with these goals looking back.

Since the worldwide construction industry is searching for operational perfection keeping in mind the end goal to enhance comes about, Middle Eastern partners additionally share their perspectives in this light. As indicated by Ali, Al-Sulahi and Al-Gahtani (2013), operational greatness models are perfect for measuring execution in the construction business in Saudi Arabia. They begin off by looking at the components that have driven the construction business in this nation to look for operational greatness majors and these are like those that rouse British and American organizations to leave on the mission. These incorporate moderate financial construction, high rivalry and limiting endeavors in the construction business. After a review of a portion of the huge organizations that are on-screen characters inside the business, these researchers watched that the conventional money related measures that have gone about as directing powers inside the business are presently out of date and add to the degeneration in the business. Another applicable finding was the need to upgrade consumer loyalty, wellbeing, business productivity, and viability of arranging. This is the reason operational perfection models have turned out to be critical to the construction business in this nation since they wish to meet the ideal outcome designs of the worldwide business.

Xiaochun Xing (2010) in a Masters exposition remarks on the measures that the construction business can accomplish operational perfection. The construction show is the thing that this youthful researcher submits as an answer for the business' fulfillment of operational excellence. This is on account of it covers a wide "range of measurements of the substance... with numerous auditable phases of each measurement in the mission for proficient magnificence" (Xing 2010 p 12). The construction demonstrate is thusly an extraordinary outlet since it has indicated more outcomes as far as advancement, proficiency and construction. This model has additionally tempting on the grounds that it consolidated diverse models inside operational magnificence to extend ideas that are anything but difficult to execute and use.

Operational perfection is basic in hierarchical administration that guarantees better outcomes as far as

consumer loyalty, cost proficiency, efficiency and advancement. The construction business confronted various difficulties saw particularly in the at last many years of the twentieth century. The fundamental test was the issue of under-execution upon examination was understood that issues like organization, ineffectual delicate measures, absence of group administration aptitudes alongside absence of cutting edge creative plans. A few illuminating presences like Latham and Egan taken a shot at suggestions that were probably observed as building greatness measures. This was implied for the British construction industry yet the effectives went past these limits as different countries beginning receiving and actualizing models that could make the business more profitable and productive. The models that have been talked about have been utilized as a part of the construction business for a considerable length of time yet the majority of them were plans of action based for partnerships all in all. This is the reason researchers like Oakland (1990), Coleman and Douglas (2003) and that's only the tip of the iceberg, figure in this talk despite the fact that they are in the field of administration and IT. This demonstrates, the construction business needs to wind up noticeably more interdisciplinary in standpoint in other to profit by the best techniques for operation that will help them to meet their millennial objectives viably. The destinations that the construction business must meet keeping in mind the end goal to be ideal regarding operational excellence have been underscored by the diverse scholars and this incorporate consumer loyalty, cost proficiency, squander minimization, compelling administration and cooperation alongside inventive techniques for construction that are sound and earth benevolent. A few models of operational greatness are feasible to various people inside the business as far as outfit and condition yet all have potential though to various degrees. There is the reason a few researchers like Thompson (2005) and others, have rather required a unification of the considerable number of models of greatness anticipated and advanced by various members in the field. This is a hopeful call that if actualized it will make things more productive and all inclusive for the business. All things considered, the models that flourish are as yet supportive in empowering organizations meet their objectives and there is the likelihood of moving on starting with one then onto the next inside the organization's construction proposes the restrictions of a present application. The way that specialists and advisors willing to push organizations inside the business to successfully and easily embrace these models as their outfit decides is additionally an additional shelter. Operational greatness is useful for business and the construction business is developing day by day because of its preparation to consolidate and use the best of these models.

VI. CONCLUSION

This paper gave qualitative systems to accomplishing better construction security execution at the organization and venture level. Numerical profiles of organizations and activities with changing levels of security execution were introduced. A few variables were critical for enhancing security execution in view of the recordable occurrence rate and EMR. Among the more critical organization related components are upper administration bolster (as it identifies with the measure of time gone through with field wellbeing

agents); time dedicated to security issues for the organization security organizer; number of casual wellbeing examinations made by the organization security facilitator; gatherings with the field security delegates and art laborers; length and detail of the organization security program; wellbeing preparing for new foremen and wellbeing organizers; claim to fame temporary worker wellbeing administration (as it identifies with the quantity of gatherings and investment in a liquor and substance testing project); and organization wellbeing consumptions. At the venture level, a few elements are critical for accomplishing better wellbeing execution: expanded venture director encounter level, more strong upper administration disposition towards wellbeing, diminished venture group turnover, expanded time given to security for the venture wellbeing agent, more formal gatherings with administrators and claim to fame contractual workers, more casual wellbeing gatherings with bosses, a more noteworthy number of casual site wellbeing assessments, lessened art laborer punishments, and expanded spending allotment to security grants. Future research in enhancing construction wellbeing execution ought to embrace a few procedures. More information ought to be gathered on claim to fame temporary workers, keeping in mind the end goal to create exchange wellbeing profiles. Key security achievement elements for steel erection contractual workers, for instance, might be not quite the same as the achievement elements for a mechanical claim to fame temporary worker. Occurrence rates (e.g., lost-time rate and seriousness rate) ought to be utilized as a measure of security execution for organization wellbeing execution to give the premise to looking at the consequences of this examination. Further, a superior comprehension of mishances from a laborer's viewpoint must be produced. It creates the impression that a great part of the examination to date has concentrated on the administration's part in lessening mishaps. This does exclude variables from an art laborer's perspective; as it were, the specialist has been disregarded in the general condition identified with enhancing construction wellbeing execution. Therefore, information ought to be gathered from a laborer's perspective and corresponded with best execution.

While the execution of these cost accounting and configuration apparatuses has lessened waste and contamination and in addition working costs, the new methodology and arrangements bring new difficulties up in continuing working faculty mindful of an association's ecological approaches and techniques. Earlier investigations have not tended to how the level of attention to the operational work force about an association's natural procedure impacts their inspiration to enhance ecological execution. Research is likewise ailing in understanding whether expressed administration procedures are very place. This last inquiry draws on Chris Argyris' work (Argyris and Schon 1974; Argyris 1982, 1990, 1993, 1998, 2000), which addresses the irregularity, or crevices, between administration's embraced hypotheses and speculations being used. This disparity may bring about inadequacy and counterproductive outcomes. This is particularly valid for non-routine conduct or choices, for example, those that happen in the ecological field. This work is further investigated in the model improvement area beneath.

The target of the momentum ponder is to evaluate the inward drivers of natural mindfulness, including how firms are fusing ecological, wellbeing, and security (EHS)

destinations, with particular consideration on the earth, into the vital arranging procedure, and how they are conveying these goals and sending responsibility for ecological execution to working staff. This is quite compelling to both scientists and specialists in light of the fact that natural choices regularly display high degrees of equivocality or vulnerability and a low need in respect to different issues in a commonplace firm, which all expansion the test in considering working staff responsible for ecological execution. Additionally talked about is a contextual investigation of a steel maker's way to deal with adjusting ecological execution and responsibility. Among different discoveries, we take note of that this firm, in accordance with normal practice in its industry, has a solid association between its natural execution destinations and its quality administration programs. This connection is clarified by organization administration as endeavoring to utilize the quality vehicle to address natural issues keeping in mind the end goal to maintain a strategic distance from duplicative administration structures and in light of the fact that procedure quality and ecological execution confront huge numbers of similar issues highlighted above (i.e., occasionally experienced imperfections, complex causal courses of communication, clashing needs with everyday operations, and so on.). Regardless, there are huge contrasts between the settlements from quality deformities and those related with ecological issues, so arrangement and estimation issues in the natural range require extraordinary thought, well beyond ordinary quality methodologies. To think about these arrangement issues with regards to the contextual analysis, a study was created in view of a 'holes appraisal' approach like that of SERVQUAL, created by Zeithaml, Parasuraman, and Berry (1990) in the region of administration quality. SERVQUAL measures holes in administration and subordinate discernments about expected administration quality destinations and gives, at last, a measure of the crevice between client desires of value and the capacity of an organization to satisfy these desires. We stretch out their work to quantify the potential holes that exist between saw targets and responsibility benchmarks for natural execution amongst directors and operational faculty. The underlying consequences of this application are promising.

We start the paper with the advancement of a choice procedures and motivational structure to think about the key achievement considers that underlie usage of a partnership's ecological technique. We at that point talk about the difficulties in conveying responsibility for ecological execution and take after this with an examination of the two-section contextual investigation. Ramifications of the outcomes, including an arrangement of recommendations and conclusions are then exhibited.

REFERENCES

- [1] Oakland, J S (1990). Total Quality Management. London: Butterworth-Heinemann.
- [2] Paulson, B C (1975). "Goals for Basic Research in Construction". The Strandford Construction Institute. California. 3(2) p 15-31.
- [3] Porter, L and Tanner, S. (1998). Assessing Business Excellence. 2nd ed. London: Butterworth Heinemann.
- [4] Rains, B. "The Path to Operational Excellence through Operational Discipline: Ongoing Journey of Improvement". DuPont. 2015.
- [5] Thompson, N E (2005). "Business Excellence: Lessons for the Construction Industry". Loughborough University Institutional Repository.
- [6] ISBELL, T. S. (1991), 'The Backside of TQM: How Waste Indicates Haste,' *Industrial Engineering*, 23, 11, 42–45.
- [7] JAFFE, A. B., S. R. PETERSON, P. R. PORTNEY, AND R. N. STAVINS (1995), 'Environmental
- [8] Regulation and the Competitiveness of U.S. Manufacturing: What Does the Evidence Tell Us?' *Journal of Economic Literature*, 33, 1, 132–163.
- [9] KARLSSON, C. AND P. AHLSTROM (1995), 'Change Processes Towards Lean Production: The
- [10] Role of the Remuneration System,' *International Journal of Operations & Production Management*, 15, 11, 80–99.
- [11] KERR, S. (1995), 'On the Folly of Rewarding A, While Hoping for B; More on the Folly,' *Harvard Business Review*, 9, 1, 7–16.
- [12] KIRSCHNER, E. (1992), 'Incorporating the Green Angle,' *Chemical Week*, 151, 12, 60–62.
- [13] KLASSEN, R. D. AND D. C. WHYBARK (1999), 'The Impact of Environmental Technologies on Manufacturing Performance,' *Academy of Management Journal*, 42, 6, 599–615.
- [14] LARKE, A. (1954), 'Linear Responsibility Charting—New Tool in Executive Control,' *Dun's Review and Modern Industry*, 64, 46–50.
- [15] LAWRENCE, L., D. ANDREWS, AND C. FRANCE (1998), 'Alignment and Deployment of Environmental Strategy through Total Quality Management,' *The TQM Magazine*, 10, 4, 238–245.
- [16] Liu, H., Jazayeri, E., Dadi, G. B., Maloney, W. F., and Cravey, K. J. (2015). "Development of an operational excellence model to improve safety for construction organizations." 5th Int./11th Construction Specialty Conf., Canadian Society for Civil Engineering.
- [17] Liu, H., Jazayeri, E., & Dadi, G. B. (2017). Establishing the Influence of Owner Practices on Construction Safety in an Operational Excellence Model. *Journal of Construction Engineering and Management*, 143(6), 04017005.
- [18] MELCHER, R. D. (1967), 'Roles and Relationships: Clarifying the Manager's Job,' *Personnel*, 44, 33–41.
- [19] NEIDERT, A. R. (1993), 'The Fit Between Pollution Prevention and Total Quality Management,' *Journal of Environmental Regulation*, 3, 1, 41–56.
- [20] PORTER, M. E. AND C. VAN DER LINDE (1995), 'Green and Competitive: Ending the Stalemate,' *Harvard Business Review*, 73, 5, 120–134.
- [21] POST, J. E. AND B. W. ALTMAN (1992), 'Models of Corporate Greening: How Corporate Social Policy and Organizational Learning Inform Leading-Edge Environmental Management,' in *Research in Corporate Social Performance and Policy*, JAI Press, Greenwich, CT, 13, 3–29.
- [22] SCHMIDHEINY, S. (1992), *Changing Course: A Global Business Perspective on Construction and the Environment*, MIT Press, Cambridge, MA.
- [23] SHIELDS, D. AND G. BOER (1997), 'Research in Environmental Accounting,' *Journal of Accounting and Public Policy*, 16, 2, 117–123.
- [24] SHRIVASTAVA, P. (1995), 'Environmental Technologies and Competitive Advantage,' *Strategic Management Journal*, 16, Summer, 183–200.
- [25] U.S. ENVIRONMENTAL PROTECTION AGENCY (1990), *Environmental Investments: The Cost of a Clean Environment*,
- [26] U.S. Environmental Protection Agency, Washington, D.C.