

Presentation for:
Puget Sound Area Safety Summit

Incident & Injury-Free® Sharing Insights for Sustaining Successful Cultural Change

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Senior Consultants
JMJ Associates



Agenda

- Introduction
- Challenges to Working Safely
- A Brief History of Safety
- Incident & Injury Free Techniques
- Breakthrough Results
- Q&A



Who is JMJ?

- A consulting company based in Austin, Texas and London, England
- JMJ has 150 staff world-wide speaking 40 languages
- Organized on a geographic basis:
 - Austin: Americas
 - London: Europe, Middle East, Africa
 - Singapore: Asia, Pacific



What We Do: Enterprise Transformation with 4 major focus areas:

- Incident and Injury-Free™
- High Performance Capital Project Execution
- Organization and Leadership Development
- Sustainable Business Practices



Challenges to Working Safe: Workers

**Someone will
likely get injured**

BUT...



It won't be me



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Challenges to Working Safe: Front Line Supervisors

**Production and
schedule goals**

BUT...

**No one on my
crew gets hurt**



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Challenges to Working Safe: Contractors

Us



VERSUS

Them



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Challenges to Working Safe: Safety Professionals

Real Safety



OR

Paper Safety



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Challenges to Working Safe: Management

**Committed to profits and
meeting client
deliverables**

YET...

Committed to people



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Table Topic Instructions

1. Count off/into groups
2. Pick
 - Facilitator
 - Recorder
 - Spokesperson
3. Discuss question/brainstorm
4. Align on top 3-5 items

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Table Topic 1

What are the major safety challenges facing the Seattle area in 2009?

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WHAT DO WE ACCEPT TODAY
THAT WE WILL NOT ACCEPT
TOMORROW?

Rockefeller Center, 1932

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A Brief History of Safety

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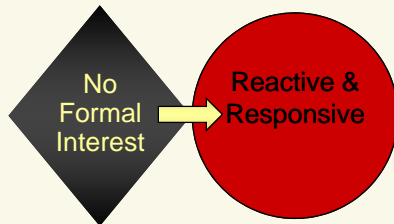
Evolution of Safety Management

No
Formal
Interest

- No industry consistency
- Minimal efforts
- No formal compensation
- Production is paramount
- Individual purely instrumental

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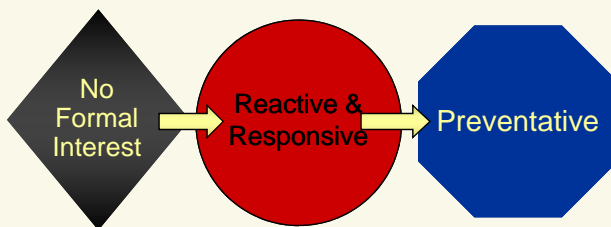
Evolution of Safety Management



- **Worker's Compensation Act**
- **Industry reacts**
- **Improvement: big step change**
- **Minimum necessary compliance**

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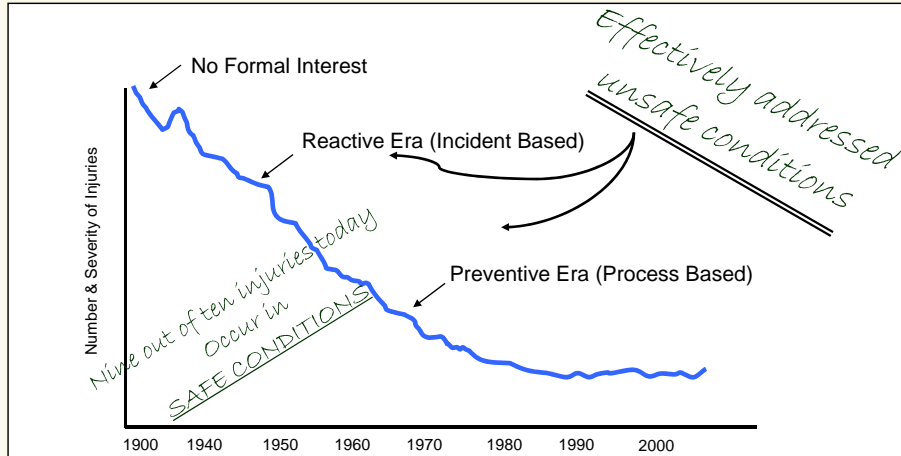
Evolution of Safety Management



- **Precedes and is then influenced by quality**
- **Legitimate field of study**
- **Next big step change**

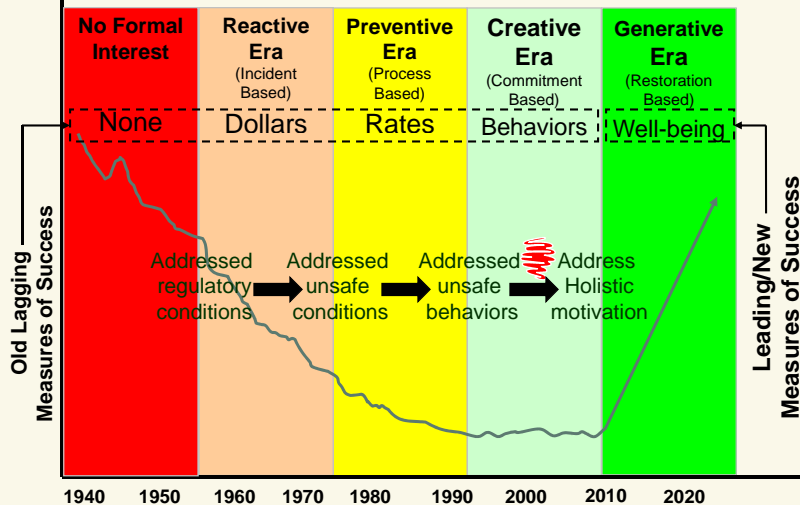
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Evolution of Safety Management



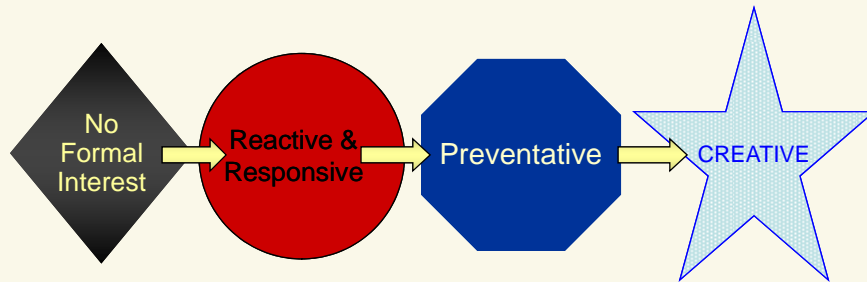
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Beyond Zero to Generative Well-Being



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Evolution of Safety Management



*Causing something to happen;
no longer only preventing something from happening*

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THE ELIMINATION OF WORKER INJURY

- ❖ Saying it
- ❖ Believing it
- ❖ Meaning it

Is your company's ***Injury-Free focus*** really code for
"Doing the best we can?"

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WHO?

Individual



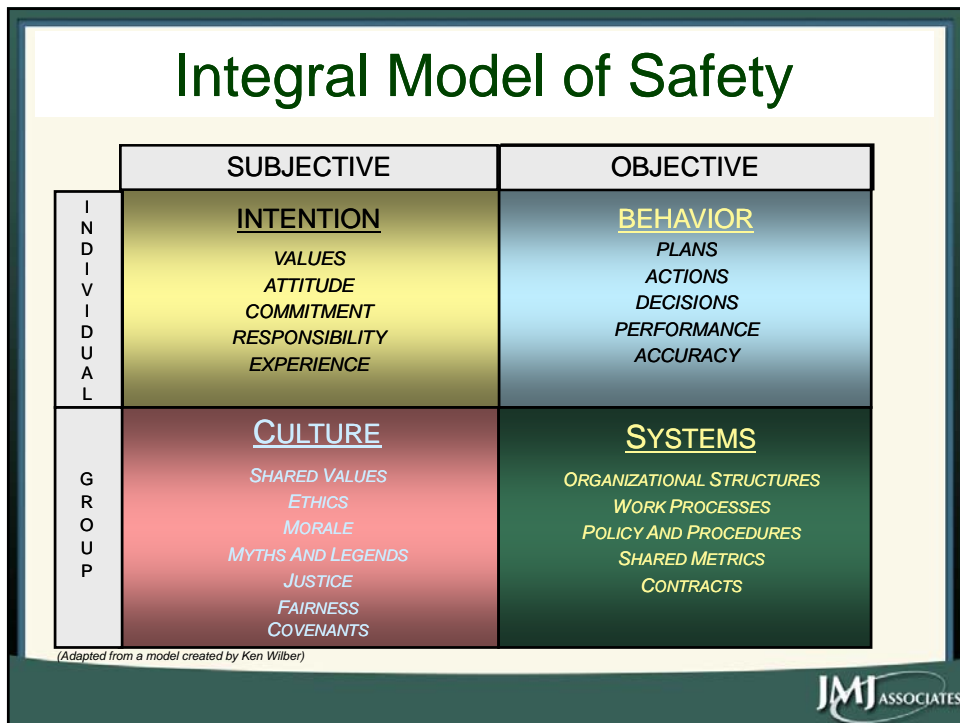
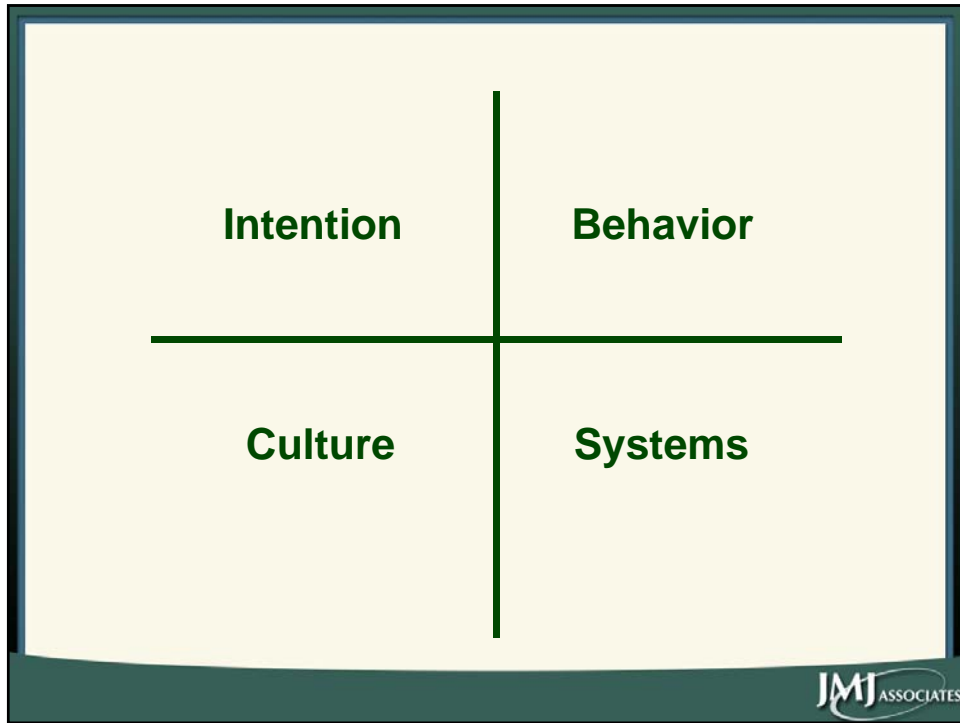
Group

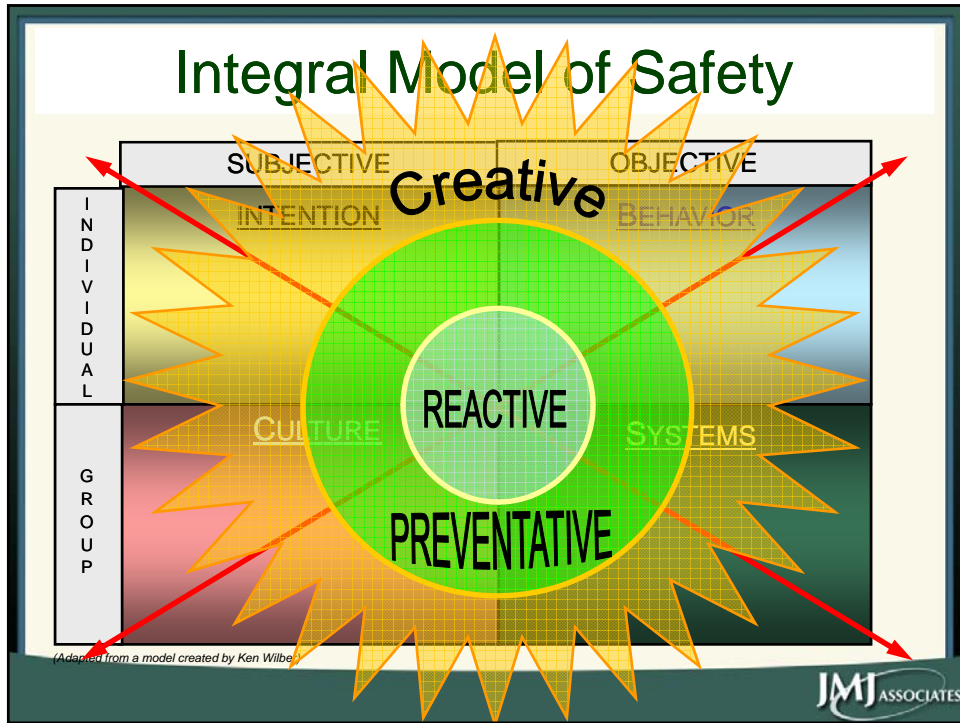
WHAT ARE THEY DOING?

Thinking
Feeling
Perceiving
Intending



Acting





How many?

**FINISHED FILES ARE THE
RESULT
OF YEARS OF SCIENTIFIC STUDY
COMBINED WITH THE
EXPERIENCE OF MANY YEARS.**

28

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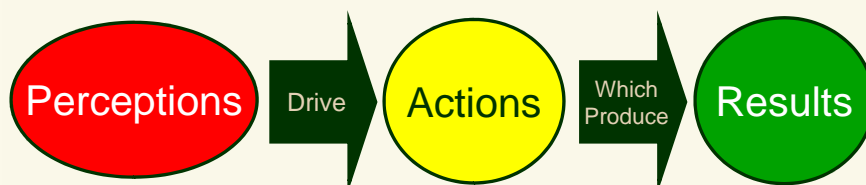
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29

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Safety performance is a function of perceived actions around safety, not necessarily management's actual actions.



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What Incident and Injury-Free™ is NOT

- It is NOT about statistics
- It is NOT a goal, but rather a journey
- It is NOT a guarantee
- It is NOT a prescription
- It is NOT the elimination of all risks



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What is Incident & Injury-Free™?

- It is about caring for one another and demonstrating that you care on a daily basis
- It is about all workers going home safely every day— no kidding
- It is about a mindset intolerant of any injury
- It is about taking responsibility for your own safety and those who work with you and around you



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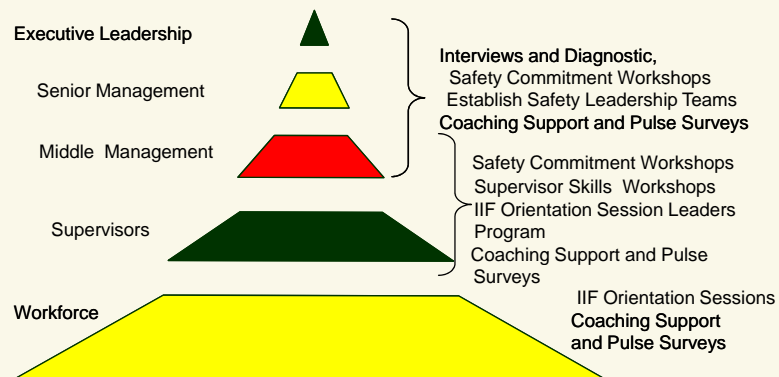
What is Incident & Injury-Free™?

- It is about taking action when you see potentially unsafe behaviors or conditions
- It is about being proactive and asking questions such as, “What is the most dangerous thing that can happen to us on this job/task and how can we mitigate against it?”
- It is about an attitude of choosing to follow the safety rules and procedures (versus having to follow them)



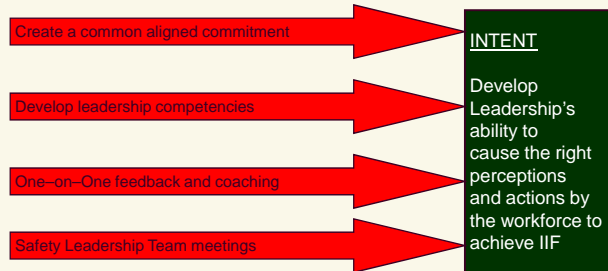
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HIGH PERFORMANCE SAFETY IMPACTING PEOPLE ACROSS THE ORGANIZATION



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JMJ FOCUS ON LEADERSHIP

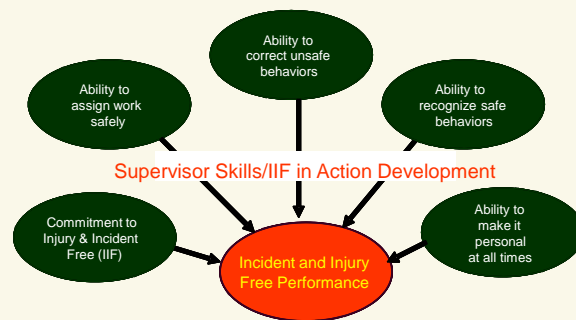


"By working with JMJ Associates, we've learned how we can affect, touch and see things like values and intentions. One benefit is that when people are focused on their jobs and working safely, then morale, productivity and quality are all improved. It's a great way to work together."

Senior Manager, Major International Petroleum Company



JMJ FOCUS ON FIRST LINE SUPERVISION

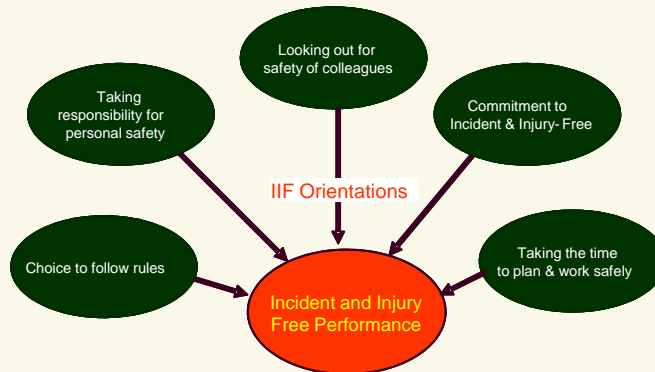


"I found the Supervisory Skills Development sessions most valuable and the tools and contacts encouraged me to commit to the possibility of an Incident and Injury-Free workplace. As Safety Champion, I feel I have an army of support now and feel proud to be part of the new future."

Supervisor, Petrochemical Plant, Venezuela



JMJ'S FOCUS WITH THE WORKFORCE



"This is the first time I feel management has ever really cared for my health and safety; and this is the kind of project I want my son to work on."

Craftsperson on the Saudi Aromax Project



Break Through Results



An IIF Case History of a local NW company



Manson Construction – A 100 year old Family
Business....

Their journey with IIF and how they are preparing for
the Next 100 years...



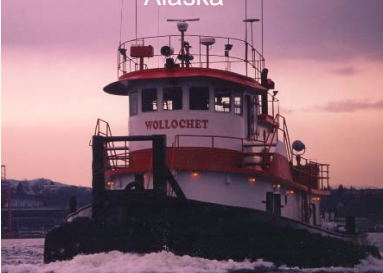
Some Manson Equipment....



Wharf Pacific Northwest



Cutter Suction Dredge



Snake River, WA

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Why did Manson get involved with IIF??

1. Our OSHA statistics were climbing...
2. We were being turned Down for proposals...
3. Long term Key workers were getting Seriously Hurt..
4. The "Manson Way" was turning out to be at the expense of our employees...
5. **STRESS and STRAIN** was showing on Key Project people..
6. We had to do something!!!

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Some Pre-IIF Statistics and Examples

OSHA Statistics

Year	Hours	Recordable's	RIR
2001	954,583	54	11.31
2002	1,021,256	50	9.79
2003	1,016,515	42	8.26

Example of that Stress and Strain...

PORT OF TACOMA

Project Manager – Randy Maddox

Project Safety Report - March 31, 2004

OSHA Recordable Rate = 20.0 (4 ÷ 39,965) x 200,000)

INJURY/ILLNESS REPORTS

- 1) 12/6/03 – Lost Time (13 days); Contusion/laceration to back of left hand and broken left little finger. Struck by chain fall when removing swing shaft on Vulcan. \$\$
- 2) 12/9/03 – Recordable; Sprained right hand when drill bit caught. \$
- 3) 12/10/03 – Lost Time (68 days + ? restricted duty); Broken right ankle. Stepped in hole on Scandia's spotter. \$\$\$
- 4) 2/14/04 – Lost Time (2/15-?); Broken right leg. Caught in bight of line on Scandia (fleeting Manson 30). \$\$\$\$\$



Why IIF?

Frankly we thought this was a State of the Art Safety program we could just Buy and get our numbers down.. We knew we did good work and every owner we talked with just told us to work on your safety, the rest of the RFP is great...This was simply a necessary step for our business..

We did interview other programs but based on our strong Family history and workforce, a product based on treating one another like family... Made sense...

So in July of 2004 we engaged with JMJ... and the journey began...



A brief look at the process??

1. July 2004 - 1st engagement with JMJ.
2. November 2004 - Commitment workshop for 50 Key individuals.
3. Feb 2005 - Train the Trainer
4. March 2005 – Begin Company wide IIF Orientations
 - a. *Entire West Coast Shutdown...*
5. August 2005 – End of 1st JMJ Engagement
 1. Acknowledgements...
 2. Path Forward...



Acknowledgements /Success's

- Spread the IIF message to everyone.. IIF Orientations to some 500+ Mansonite's had been accomplished...
- More Open Dialog
- We (Manson) are Putting our Money where our Mouth is. (ie Funding IIF)
- Increased emphasis on PRE WORK Planning
- We are valuing input from Craft folk more
- Enhanced communication at All levels
- Safety is NOT always the **Last** thing we do. We have actually stopped production to investigate Safety.
- Our Safety statistics were Improving
- Starting to build lists to Improve equipment and operations for Safety
- Crafts people are Buying In to IIF
- Better awareness at ALL levels concerning Safety



The Integral Model



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August 2005 – Engagement Debrief/Focus Forward

We looked at what work needed to be done within the Four Quadrants of the integral Model...

- ❖ **Leadership**
 - IIF moves from a Safety Initiative to a Company Corporate Value... Owned, Lived and valued by Sr. Management.
- ❖ **Behavior/Skills**
 - IIF skills are Cemented in our personnel at All levels
- ❖ **Relationships**
 - All relationships detrimental to IIF are identified and transformed
- ❖ **Systems/Processes**
 - All company or project systems Must be consistent with IIF Principles.
Specifically - Overtime, Fatigue, Bidding, Planning and Work assignments.

At this point we realized this was much more than a Safety program .
We decided to work on the only thing we truly controlled --- Ourselves.

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Phase II – November 2005 – July 2006

1. Re engaged with JMJ – A Leadership Initiative
2. Formed the Manson IIF leadership Team which adopted this mission ***“Make IIF the Manson (my) Way”***
3. Leadership coaching for Sr. Management.
4. Focused on relationships and defining what an IIF leader is, Redefining our Core values – It is about our People..
5. Made safety the responsibility of each Area Manager... Not the central safety department...
6. Engaged with JMJ in developing and delivering IIF in Action training to our Project Managers, Engineers and Superintendents...



Organizational Impacts of IIF

Subjective

- 1.Revised the “Core Values”... it is about our people..
- 2.Focused on leadership rather than management which started with relationships and continues...
- 3.Training our leaders to have safety conversations with their workers... not merely follow the rules and issue ultimatums...
- 4.Transferring Safety responsibility to the individual as much as possible.



Examples of these successes

1. Revised “Core Values”

- I. We take Care of our People... ***First and Always...***
- II. We take Care of our Equipment...
- III. We do Quality work....
- IV. We Strive to meet our budgets and schedules...

2. Industry recognition

- Injury Prevention –Starts with HEART (Engr. News Record. Aug. 7, 2006)

3. Cultural Changes

- Safety is becoming an Integral part of estimating and planning ... Not simply a compliance based mandated program.
- Conversations regarding safety, are much more commonplace. Safety is seen as an integral part of daily work.



Organizational Impacts of IIF

Objective

1. OSHA Statistics have improved...
2. New Planning requirements in place for All major projects
3. Revised “Safety Policies” as required.
4. Revised Organization structure regarding Safety..



OSHA Statistics

YEAR	TOTAL HOURS	LOST WORKDAY CASES	LWDIR	RECORDABLE INCIDENTS	RIR
2001	954,583	33	6.91	54	11.31
2002	1,021,256	17	3.33	50	9.79
2003	1,016,515	16	3.15	42	8.26
2004	935,550	4	0.86	14	2.99
2005	918,376	7	1.52	14	3.05
2006	1,073,270	5	0.93	24	4.47

With IIF



The Anatomy of Change

- Organizational Change is the result of Individual Changes and Achievements
 - Individual Change is:
 - Personal – Charlie Video
 - Scary – Make Bold and Unreasonable Requests
 - Difficult – Me and Crew
 - Gratifying – 2007 Leadership Meeting
 - Life Changing – [Look at ME...](#)



ENR

August 7th 2006

"Everybody Deserves a Future!"

Special Report • Workplace
By Lisa Steakley

Manson Learns Injury Prevention

Starts With Heart

Contractor builds a safety culture to last its next 100 years

About two years ago, Randy Maddox, a project manager for Manson Construction Co., joined 50 co-workers for a safety meeting at its Seattle headquarters. He heard a line in a speech that jarred his thinking on injury prevention. "Everybody deserves a future."



"That really hooked me because I was manager of a project that had some really tough injuries, and guys got hurt," says Maddox. "After I heard that statement I thought, 'I'm going to learn.'"

During the meeting, Manson employees met with representatives from Austin, Texas-based safety consultant JMJ Associates and learned there's more to injury prevention than making workers follow safety regulations. For the next four months, JMJ taught Manson employees to blend the company's traditional object-oriented safety program, in which managers policed workers and recorded safety-related incidents, with a more subjective definition of safety built on relationships between employees. In March 2005, Manson shut down its northwest operations for a day and summoned 125 staff members to Seattle to hear presentations from those first 50 employees on the new approach. "This was way more than a safety meeting," says Maddox.

A 497-employee marine and heavy construction contractor with \$176 million in 2005 revenue, Manson's history stretches back a century when the company began driving gillies on the Puget

Manson's Maddox, President Randy Maddox, and other employees at a safety meeting in Seattle.

32 • ENR • August 7, 2006 enr.com

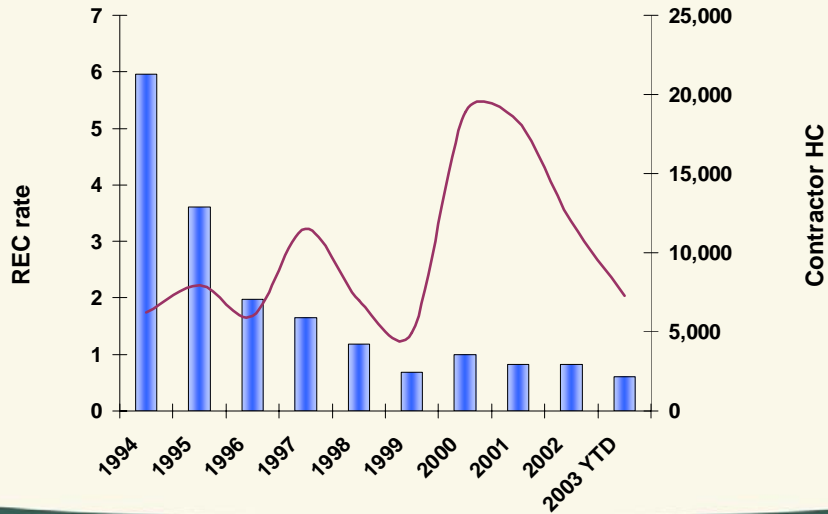


MANSON
CONSTRUCTION CO.

An Incident and Injury Free Company



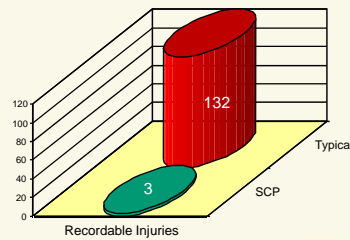
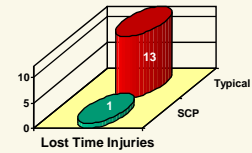
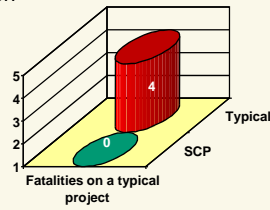
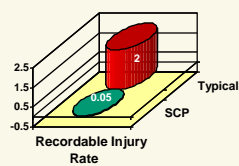
INTEL'S CONSTRUCTION JOURNEY BY THE NUMBERS... *if it's only Recordables that matter.*



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Results of High Performance Safety Process: Saudi Chevron Petrochemical

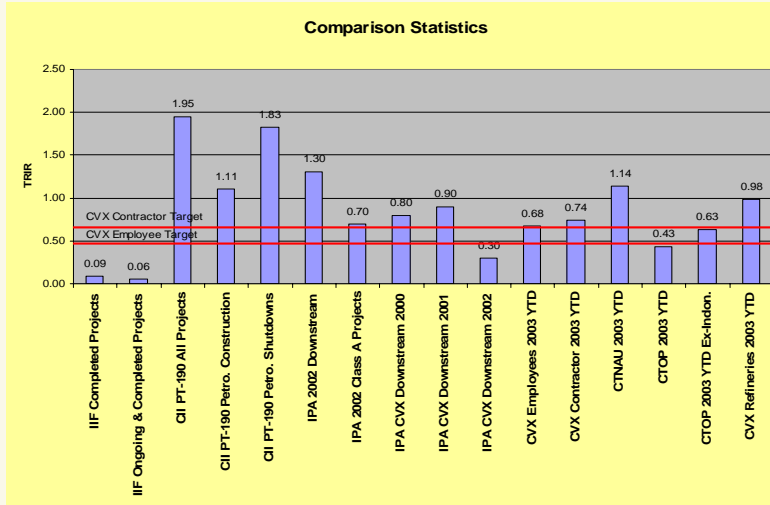
Total Man-hours: 13.247 million
3 OSHA Recordable Injuries
1 Lost Day case



■ Typical {CII project data & Business Roundtable}
■ SCP Project

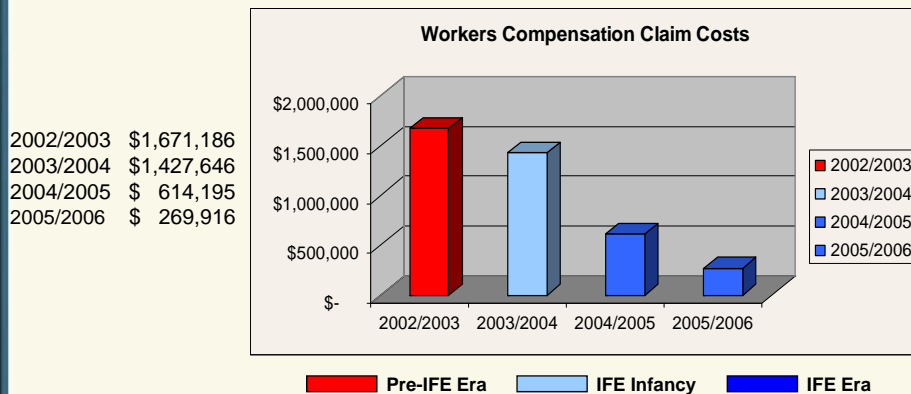
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CVX MANUFACTURING & PROJECT SAFETY DATA



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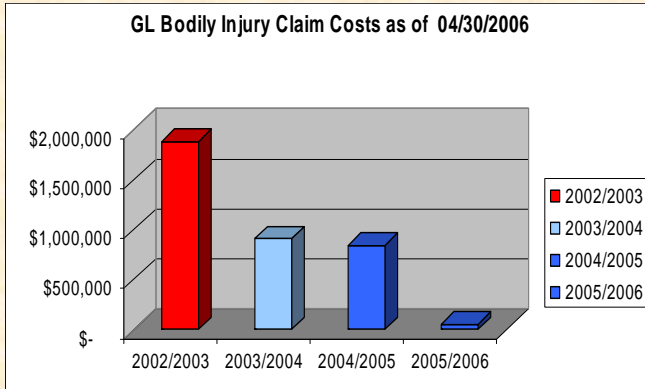
SKANSKA USA BUILDING



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SKANSKA USA BUILDING

2002/2003 \$1,891,985
 2003/2004 \$ 909,742
 2004/2005 \$ 843,207
 2005/2006 \$ 53,583



Pre-IFE Era IFE Infancy IFE Era



ENR

August 7th 2006

Special Report • Workplace
 By Lin Steinkley

Manson Learns Injury Prevention

Starts With Heart

Contractor builds a safety culture to last its next 100 years

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So what's your role in sending everyone home safely everyday?

They expect you to come home safely.
So do we.

SKANSKA

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Q&A



MAKING THE IMPOSSIBLE POSSIBLE®

JMJ ASSOCIATES