

## Zero Injury Culture

It's a journey...not a destination



Marni Hogen, CSP  
 Director of Health and Safety  
 Mortenson Construction  
 marni.hogen@mortenson.com



### Zero Injury Culture Session Objectives




- Discuss historic and current approach to construction site culture
- Discuss impact of craft buy in
- Review craft engagement techniques
- Share take-aways
  - What are you already doing in your companies?
  - What might you try?



Dan Johnson – President and CEO

## Video




How does this differ from messages of the past?

**I don't pay you to think, I pay you to work**

**Be quiet and get to work**


**Hurry up!**


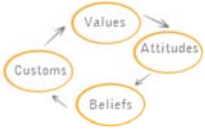
**What do you think we're paying you for?**



**Our success is in their hands**


- Successful safety performance requires every worker to make the right decision
  - Every minute
  - Every day
- To accomplish this, we believe we need to establish a supportive culture and an engaging environment.



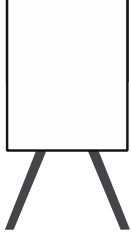
## Culture

Our shared values, attitudes, customs, & beliefs...



## What is a Safety Culture?

- How we do things here
- What we do without thinking
- What we do when no one is looking
- Based on our backgrounds (experience, knowledge, mentorship)
- Culture provides the filter that determines acceptable behavior




*The absence of injury does not equate to the presence of safety*



## How can you impact your safety culture?

### Craft Engagement



## Craft Onboarding


Mortenson 2015 statistics:

- 67% of our injuries occurred to people new within the first 6 months
- 57.6% of our craft workforce was new within that same 6 month period

Even more concerning:

- 53% of those injuries were happening to workers new within 3 months
- Only 21.3% of our workforce was new within that same 3 month period

Assessments showed varying levels of craft onboarding, orientation, introductions, across the organization.



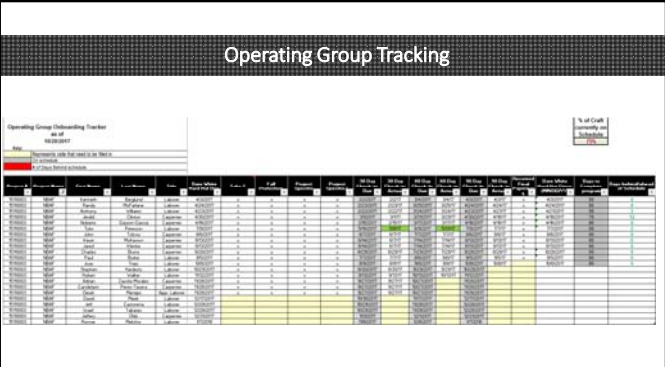
## Craft Onboarding

- Visible method of new hire identification
- Tracking of new hire employee progression and completion
- Established timeframe of 90 days or less for completion
- Supervisor involved in onboarding process for every team member (per Human Resources requirements)
- Mentor assignment (consistent with HR onboarding program) with 30, 60, and 90 progress check-ins
- Customizable operating group specific elements
- Four specific training courses to be completed

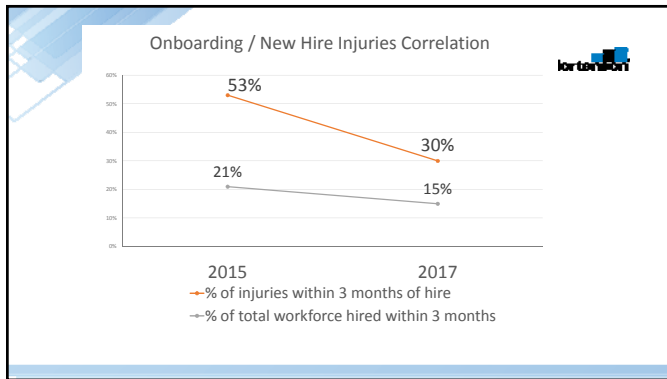
**These are to be determined by the operating group but should not be elements already required by the Zero Injury program such as:**

- Foreman involvement in completion recommendation

## Operating Group Tracking



The spreadsheet includes columns for: Operating Group, Start Date, End Date, Status, and various performance metrics. A legend indicates that green cells represent '100% Complete' and yellow cells represent '75% Complete'.



**Three Phase Orientation**

First Day / First Hour Orientation

- Sets the tone for the project
- Provides basic information:
  - Project information – scope, cost, duration
  - Unique project requirements
  - Emergency response info

Second Orientation – Speak Up / Listen Up

Third Orientation – Hazard Recognition or Zero Injury & feedback session

**Bend and Stretch / Morning Safety Discussion**

Daily bend and stretch

- Comfortable and fun atmosphere
- All trades
- All team members

Morning discussion

- Safety concerns for day ahead / yesterday
- Activity update
- Craft participation encouraged / required

**Climate Surveys**

- Designed to give workers a voice
- Provide insight into our workplace safety culture
- Assist in identifying areas for improvement
- This tool obtains a snapshot of safety perception within the project site.

**Safety Culture vs. Safety Climate**

Safety Culture – shared set of attitudes, values, beliefs, goals and traditions around workplace safety that is viewed within the larger framework of organizational systems.

Safety Climate - Collective view of safety within an organization as manifested by recent or current events, an immediate antecedent to behavior.

- An organization's employees are often driven to action, or inaction, based on their perceptions of reality driven by the Safety Climate.
- Safety Climate is often significantly influenced by recent events.

**Climate Surveys**

The details:

- Administered within first 3 months of project
- Repeated every 6 months after
- Action plans must be created and communicated to craft within 15 days of completing the survey.
- 44 question survey on the project safety program
- 9 categories
- Provided in English and Spanish



### Behavior Observations

**2016 MORTENSON INJURIES**

- Leading Indicator for Mortenson in 2017
- Our Safety Audits were identifying unsafe conditions
- Audits did not engage craft workers
- Goal: Understand WHY behind unsafe acts

### Behavior Observations

1. Focuses on the work process and the actions/decisions of the workers involved
2. Directly engages the worker in discussions about the observed behavior to...
  - a. Recognize and acknowledge observed safe behavior as desired,
  - b. Discuss at-risk behavior and attain true understanding of motivators, and
  - c. Attain worker commitment to change how they are performing the work.
3. Provides an ability to trend at-risk behavior and proactively support mitigation through planning, training, and follow-up observation.

**Mortenson construction**

Behavior Observation Checklists Completed: 3185

% 'Safe' 93% Acceptable

# of Observations

% 'At-Risk' Behavior Motivator

Observation	% Safe	% At Risk
101 - Non-mechanical handling no more than 200lb	98%	2%
102 - Applied PPE for selected/large objects	98%	2%
103 - Avoids loading	98%	2%
104 - Avoids unloading	98%	2%
105 - Uses mechanical assist	98%	2%
106 - Fluting not jacking	98%	2%
107 - Clear path of travel	98%	2%
<b>Total</b>	<b>93%</b>	<b>7%</b>

### Behavior Observations

- Focus supervisory safety observations on worker behavior and practices with the intention of reinforcing desired safe behavior
- Engage workers in raising awareness to, and correcting unsafe practices and behaviors
- Correlate leading and lagging metrics to offer a predictive indicator for injury prevention

### Craft Safety Committee

- Lead by Safety, PM, Project Engineer
  - Create agenda
  - Take meeting minutes
- Craft make up committee members
  - Incentivize consistent participation
  - Designate "type of individual" you are looking for
- Follow up on recommendations and decisions

### Why We Work Safe Boards




### Crew Sponsor Program

Formally partner salaried project team member with specific crew

1. Foster direct and detailed craft engagement by our supervisory staff to ensure safe/quality/efficient work outcomes
2. Establish close working relationships between supervisory staff and front line foreman (just as a PM and Supt develop)
3. Provide our engineers the opportunity to demonstrate, practice, and hone their leadership skills on a specific part of the project



### Session Objective Review



- Discuss historic and current approach to construction site culture
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- Share take-aways
  - What are you already doing in your companies?
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### Culture Building / Craft Engagement Ideas

- Craft onboarding program / Three phase orientation
- Bend and Stretch / Morning safety discussions
- Climate Surveys
- Planning – Soliciting Craft Participation
- Behavior Observations
- Craft Safety Committee
- Why We Work Safe Boards
- Idea Boards
- Crew Sponsor Program

### Sharing of Take-Aways

What are you already doing?

What might you try different?



## Questions?

# Thank You!