

Client:	Monadelphous
Industry:	Construction Maintenance and Industrial Services
JMJ Service:	Creating an <i>Incident and Injury-Free™ (IIF™)</i> Safety Culture from the top down and from the ground up
Project:	General Services and Maintenance contract on the project
Location:	Pilbara, Western Australia



Monadelphous

Results:

- Reached triple figures for Days Without Injury
- Created a core Safety culture for over 380 people
- Created an environment where people could come forward with their communication and be assured their issues would be addressed
- A genuine care and concern for each other was shared among the Monadelphous staff
- Created a much more confident workforce, moving from a reactive environment to one with active participation



Monadelphous Achieves Triple Figures for Days Without Injury

Client Background:

In June 2010, Australian based engineering group Monadelphous earned the General Services and Maintenance contract responsible for all of the critical utilities on a Project that serviced a workforce in excess of 5,500 living and working in a harsh and remote location. The contract included operating and maintaining the water and waste water treatment plants and the power generation and distribution systems as well as management and maintenance of the accommodation facilities and various buildings, vehicles, plant and equipment.

There were approximately 380 Monadelphous staff rotating on a fly-in/fly-out roster, and approximately 220 staff living onsite at any one time. Monadelphous ensured the smooth running of essential services to ensure the project achieved its goal.



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Mark Hussein
Facilities Maintenance
Superintendent

Business Challenges:

Initially, the Monadelphous contract was set up for 30-50 people. However, the population of the project grew to in excess of 5,500 people, and with it grew the demand on Monadelphous. While the numbers on the project increased, the amount of work required to provide the essential services to the population on the island did, too. Meanwhile, there were a number of unique logistical challenges due to the remote location and nature reserve classification.

As a result of this increased demand, Monadelphous rapidly increased their number of tradespeople on the island in 2011. This impacted their leadership team, which did not initially have the structure in place to support the additional staff. Monadelphous management lacked experience with the *Incident and Injury-Free™ (IIF™)* safety approach—an approach already well integrated across the project. Because of this, there was not a strong existing *IIF* safety culture among their crews, and a number of preventable incidents occurred. Still, it was difficult to take people away from the workplace for *IIF* safety training with such a high demand for services.

While ideas were generated to address safety issues, the Monadelphous leadership team was strained and lacked structure to implement these ideas or execute solutions that worked. Meanwhile, morale across the staff was low, and people were living and working in a reactive, rather than proactive, environment. Trade groups were not effectively communicating with each other, and often, people were stuck in old ways of doing things that perpetuated their safety performance.

Monadelphous *IIF* Safety Goals:

- Establish a leadership structure which enables a high performing work force.
- Have leadership and management take on a collective commitment to *IIF* safety, with a shared understanding of what *IIF* safety means for their business.
- Engage crews to look out for one another; shift from an “all about me” mentality to one where people look after their fellow workers.
- Create a truly *Incident and Injury-Free* safety culture, one where workers embrace the commitment to safety both on and off the job.
- Boost morale and confidence among the workforce.
- Ensure that leadership takes the time to listen to the concerns of the workforce.
- Effectively communicate the leadership team’s commitment to the well-being of their workforce.
- Break down levels of hierarchy so that effective communication happens among and across all levels

Monadelphous and the JMJ Approach:

Members of the Monadelphous safety leadership team and a cross-section of their management underwent a three-day Leadership Training workshop led by JMJ. Members of this team also participated in a workshop with other contractors to ensure that the message of their commitment to safety was shared among others on the project.

In addition, Monadelphous employed two permanent *IIF* coordinators on alternating rosters. These coordinators worked to ensure that a commitment to *IIF* safety was not simply another Health and Safety initiative, but a new way of working inside of a commitment to safety. This eventually led to better communication among the workforce. It became clear that, across the board, the basic human values of respect, safety and being heard were imperative to most everyone on the staff.



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Dene O’Hara
Monadelphous Project Manager

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We’ve gone from a reactive environment, (and most people would agree), getting into more independent and interdependent teams where they actually have a genuine concern for each other. On a daily basis, they’re pulling each other up too for doing non-safety conforming stuff, not because it’s unsafe, but they’re more concerned about their fellow man, their friends, their work colleagues, these people that they work with day in day out. And they’re genuinely looking after each other.

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Mark Hussein
Facilities Maintenance Superintendent

With the efforts to coordinate this *IIF* culture in place, a new emphasis arose to help new workers better understand *IIF* safety. Expectations were defined from the outset, and *IIF* orientations were conducted even before workers began their work on the island. This *IIF* effort was enhanced with the *IIF* in Action trainings, on the ground conversations led by Monadelphous staff ensuring that *IIF* behaviours were adopted by the crew at every level.

Results:

As a result of having the two *IIF* coordinators in place, Monadelphous staff now had a point of contact to field staff concerns and bring forward actions to address them. While safety had previously been managed by ‘police officer’ style authority, the *IIF* Coordinators helped create an environment in which people could come forward with their communication and be assured their issues would be addressed.

The Monadelphous staff saw a very high level of worker engagement in the *IIF* safety approach. In fact, **Monadelphous reached triple figures for Days Without Injury.**

“Since we’ve improved our *IIF* safety culture, we can directly relate how our safety record has improved,” said Mark Hussein, Facilities Maintenance Superintendent.

On the spot awards announced at toolbox meetings were given to workers who took initiative, and workers were even taking the *IIF* ideas home from the island. The workers also introduced a Return to Work session for *IIF* safety, including stories and lessons learned while they were away from the island, as well as ways the *IIF* approach affects life outside of work. It became clear that there was a genuine care and concern for each other shared among the Monadelphous staff, and that *IIF* safety was not something taken on simply out of obligation. People were no longer afraid to speak up about ways to improve safety, and the staff exemplified a personal desire to keep each other safe.

“*IIF* isn't something that [the staff] have to do anymore, *IIF* is something they want to do,” said Monadelphous Project Manager Dene O’Hara. “They want to participate.”

This cultural shift could be credited to the shift in the Leadership Team. Management was consistent in communicating care and concern to their workers. There was an improved relationship among the Leadership Team and the Action Team charged with implementing ideas. Attitudes shifted, and morale improved.

Teams and contractors saw better communication, and tradesmen and grounds crew were seen having dinner with project managers, managers, etc. Overall, there was a much more confident workforce, moving from a reactive environment to one with active participation, leadership and care and concern.

“[*IIF* safety] added value to everything that we’re doing, and it’s at the forefront of everyone’s minds now on a daily basis,” said Project Manager Dene O’Hara.

“We’ve gone from a reactive environment, (and most people would agree), getting into more independent and interdependent teams where they actually have a genuine concern for each other. On a daily basis, they’re pulling each other up too for doing non-safety conforming stuff, not because it’s unsafe, but they’re more concerned about their fellow man, their friends, their work colleagues, these people that they work with day in day out. And they’re genuinely looking after each other.” - Mark Hussein