

Client:	Skanska Cementation Foundations (CSF)
Industry:	Construction
JMJ Service:	Safety: Delivering <i>Incident and Injury-Free</i> ® (IIF)® Results
Results:	Slashed injury rates across its range of processes by 75% in just four years; reduced its own average incident rate (AIR) to just 6 from 25 in four years (25 matches that of Federation of Piling Specialists members). Skanska Cementation Foundations also won two prestigious industry awards for its safety program from Construction News magazine: the Exceptional Performance award, and the Ground Engineering award, both of which referenced the company's stellar safety performance.

Skanska Cementation Foundations Partners With JMJ Associates to Achieve Safety Culture, Dramatically Reducing Injury Rates by 75% in Just Four Years

“

“As a hands-on foundations contractor, we now run a risk-related business in an often dangerous environment, so we should push the safety agenda way out there in front of all lists,” said Robin Wood, managing director and head of the senior management safety leadership team. “I thought the reality of managing a business with zero accidents of any sort was more an end goal than a targeted policy. But last year we were totally incident-free for several months running, and I now believe we can, at some stage, really achieve it.”

”

Construction News
March 2007

Business Challenges:

Part of the Skanska Group, Cementation Foundations is a market leader in its field in the construction industry. Cementation Foundations is the UK's leading specialist piling and ground engineering company. It operates worldwide, with nearly a century of experience in multidisciplinary contracts from soil nails to diaphragm walls. The company offers its wide range of services as either a standalone or total foundation solution. These projects are often undertaken in difficult conditions and under time pressure as no other site work may progress until the foundations are satisfactorily completed.

The company typically works on about 200 projects per year, which are wide-ranging in terms of numbers of people involved, and usually consist of teams of between four to six people working together for six weeks on a project. These teams are interchangeable from the company's six regional offices in the UK.

The UK engagement was in addition to successful work being carried out by JMJ North America with Skanska's US Operations.

When JMJ began working with the company in the UK, Skanska Cementation Foundations had undertaken three HSE Climate Surveys in recent years. With approximately 500 staff, an open and honest “no blame” culture prevailed.

Even so, while Cementation Foundations felt that its safety performance was satisfactory, the overall mission of the JMJ *Incident and Injury-Free* (IIF) safety approach was to create a breakthrough to achieve “best in class” safety performance by changing the company's safety culture. The objective was that everyone understood their own responsibility for safety—individually and as part of a team—and their own commitment to such an outcome.



Cementation Foundations has many sites operating simultaneously so an additional challenge for the *IIF* approach was working with a mobile workforce in multiple locations. JMJ's initial observations showed that the cultures differed significantly between project sites.

Client Goals:

- Generate an aligned, authentic commitment to *Incident and Injury-Free* results at both the individual and organizational level
- Create the culture and environment for *IIF* performance within the organization, which is demonstrated by individuals' behaviors and attitudes
- Cause a shift from safety as a priority, to safety as a value, at both the organizational and individual levels
- Identify opportunities to improve the safety process; surface the perceptions, assumptions and beliefs held by the organization's personnel, which cause them to behave in certain ways with regard to safety
- Establish an ongoing coaching relationship with senior leadership and key management to support the generation of an *Incident and Injury-Free* workplace, while enhancing the organization's overall business goals
- Generate sustainability of *Incident and Injury-Free* outcomes through training Cementation Foundations personnel to lead orientations and workshops for their teams

How JMJ Helped:

JMJ led a full safety engagement for Skanska Cementation Foundations. This consisted of a diagnostic assessment, Leadership Safety Commitment Workshops, launching and supporting a Safety Leadership Team, Leadership Coaching and Train-the-Trainer events. Subsequently, JMJ has led refresher support for Cementation Foundations, including training additional staff to lead *IIF* safety briefings and supporting the client in developing internal safety briefings.

Results:

The *IIF* engagement has, in partnership with Skanska Cementation Foundations, created an award-winning safety culture within the organization. Examples of the difference the engagement has made to Cementation Foundations' safety statistics include:

- Slashing injury rates across its range of processes by 75 percent in just four years
- Reducing its own average incident rate (AIR) to just six from 25 in four years (25 matches that of Federation of Piling Specialists members)
- Rewriting standards and risk assessment programs and producing an in-house video using the company's own personnel to bring home the awful reality of accidents and their impact on victims' families

Skanska Cementation Foundations also won two prestigious industry awards for its safety program from Construction News magazine in 2008: the Exceptional Performance award, and the Ground Engineering award, both of which referenced the company's stellar safety performance.



About JMJ Associates:

JMJ Associates is a global management consultancy with more than 20 years' experience serving large industries, including energy, mining and construction. JMJ provides clients with a powerful combination of strategic insight, deep industry knowledge and superb execution, assisting them to catalyze human innovation for breakthrough results.

JMJ is the world leader in workplace safety consulting, having developed and implemented its *Incident and Injury-Free*® safety approach on behalf of multinational corporations around the globe. The firm's *High-Performance Projects*™ practitioners are well-known as trusted advisors to standing organizations, as well as to owners and contractors executing large, complex capital projects. JMJ's consultants have more than 20 years of experience, on average, with extensive industry expertise.

The firm serves its clients from offices in Austin, Doha, Durban, London, Perth and Singapore. JMJ can be found on the Web at www.jmj.com.