

Safety success goes hand in hand with execution success at LaGuardia Airport project

JMJ supported Skanska-Walsh to create an Injury-Free Environment (IFE)[®] safety culture on the largest project in the company's history

0.16 LTIR
Lost time incident rate

01 CHALLENGE

The redevelopment of New York's LaGuardia Airport by a public/private partnership is the largest project in joint venture partnership, Skanska-Walsh's history. The \$4.1Bn Terminal B project was extremely complex. The challenges of an aggressive schedule and complicated logistics were intensified by the need to hit the biggest milestones during a global pandemic. Skanska's goal was to unify a common safety approach. Instilling its Care for Life values to create an Injury-Free Environment (IFE)[®] amongst the two firms for this highly complex project was a priority.

CLIENT GOALS

From the design phase, Skanska-Walsh's leadership had the foresight to recognize the close connection between a high level of safety success and a high level of project execution success. They wanted to bring the team closer around safety early in the project, and were committed to creating an aligned, focused project team and a culture where people would choose to work safely. Having successfully worked alongside JMJ to instill an IFE culture on previous infrastructure projects, Skanska-Walsh invited us to support them in pursuit of this vision.

Our consultants' conversations with the project leader helped us understand their safety goals, which included:

- Embracing IFE as a driver across all areas and functions of the project
- Achieving 'flagship' project performance status
- Redefining the industry safety performance standard for the city of New York
- Meeting environmental and community targets

02 SOLUTION

JMJ's consultants worked side by side with Skanska's leadership and project partners to create and instill a project-wide IFE safety culture. To ensure the organization's safety vision, culture and systems were clearly articulated from day one, 100 managers participated in a commitment workshop. This took place in the very early stages of civil work, prior to any major construction, and before anyone was on site.

The ensuing workshops, personal coaching, daily meetings (prior to COVID) and mentoring of the leadership team helped create a culture of caring for life and accountability. Every step of the way, that safety message was shared and consistently reinforced. JMJ continued to provide an outside perspective, helping leadership hold on to their commitment when competing priorities threatened to blow them off course.

03 RESULTS

A culture with safety, care for life and accountability at its core became the 'glue' for the entire project, creating an environment where safety practices were much more than a tick in a box:

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We knew that if we achieved a high level of success in safety, we would similarly achieve a high level of success in execution. It has.”

*Chris Golden,
Project Manager*

0.16 LTIR Lost time incident rate	Aligned IFE commitment	Created safety culture	Sustainable future
Project recorded a 0.16 lost time incident rate (LTIR)	Developed an aligned commitment across all project stakeholders	Created a culture where leaders hold themselves responsible for safety performance	Developed a plan to sustain the safety culture in future phases of the redevelopment

04 KEY TAKEAWAYS

At a roundtable meeting, leaders across the project team discussed their experiences on the LaGuardia Airport project and highlighted the following takeaways:

- Ensure safety culture, value and vision is clearly articulated from day one
- The earlier in a project you strike the right balance between caring and accountability, the better the results
- It's essential to keep a safety program alive through constant engagement. Leaders need to be approachable and present on the ground to achieve this
- Executives need to challenge themselves and their teams to constantly disrupt the norm and do better
- In a high-pressure environment, it's essential that safety is not allowed to take a back seat. It takes a long time to gain safety momentum, but it can be lost quickly without continued commitment

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Safety is everyone's responsibility, but it was important that our leadership made sure we set that culture and led by example every day.”

John Dolan, VP, Project Executive

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JMJ helped us through some difficult times. They brought us together as a team and pushed us to have more action-driven conversations and really look at our performance/commitment to safety.”

*Greg Masciotti,
EHS Manager, Skanska USA*

05 WHO WE ARE

For over three decades, MJM has been delivering impactful cultural change to help executives, leaders and front-line workers transform safety, sustainability, and business performance. We combine the deep experience of our people with our proprietary Transformation Cloud™ digital platform to deliver breakthrough results, making the impossible possible. www.jmj.com



Contact us to discuss how we can help transform the way your project approaches safety, sustainability, and performance.

CONTACT US