



## **INCIDENT & INJURY FREE (IIF):**

### **An Alternative to Improving Safety & Business Results**

***Presented at the Fall Meeting of the Construction Industry Round Table***

***October 31, 2012***

A group of CEOs who were dissatisfied with the number of safety incidents in the construction industry came together to form the Incident and Injury Free (IIF) CEO Forum. Each of the companies had been working independently to form IIF programs, but realized what was really necessary to achieve success was a philosophy shift in the entire industry. During the Annual Fall Meeting of the Construction Industry Round Table (CIRT), members **Charlie Bacon** (Limbach Facilities); **Tom Gilbane** (Gilbane Building Company); **Craig Martin** (Jacobs Engineering Group); and **Ross Myers** (American Infrastructure) shared their experiences from the CEO perspective of leading business cultures built around caring for people and the impact it has had on their firms' results, which go way beyond improved safety statistics.

Without an outstanding safety record, everything else becomes secondary with respect to a firm's performance and success. To achieve such a standard takes more than just hoping for the best or accepting the odds – it means an entire organizational commitment (top to bottom) with the full “buy-in” to procedures, practices, and to a culture that accepts nothing but perfection. *Read more on next page.....*



*Practice what you preach in action!  
**Ross Myers** (American Infrastructure), left center, leads the CEO panelists and CIRT members, below, in a “stretch and flex exercise” before the start of their Incident & Injury Free (IIF) discussion.*

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**Tom Gilbane** commented about his company road to IIF and said that it has had a huge cultural impact not only on safety but wellness, well-being and sustainability. **Craig Martin** shared with members that Jacobs has implemented a program called “Beyond Zero” which came about after CIRT’s Fall Conference in Santa Barbara in 2008. ‘It’s been hugely powerful,” commented Martin, who also said that Jacobs’ safety program has also gotten traction with insurance companies who are interested in working with companies that have such safety programs. **Ross Myers** told members that his company, American Infrastructure (AI), is on a journey everyday that never ends with continuous improvement. Training, discipline, and caring are the three key factors, and “caring is what changed AI’s company,” noted Myers.

**Charlie Bacon** told CIRT members who are interested in learning more about Incident & Injury Free are encouraged to contact any of the panelists directly as CEO-to-CEO conversations would be best to get into a Q&A discussion and make sure the individual understands the depth of the undertaking and the benefits. “We have some real experiences of what it is, the benefits, the opportunities and the heavy lifting it requires,” stated **Charlie Bacon**. “Any firm that takes this on needs to understand it's a cultural endeavor, and as far as I am concerned, a culture shift must be driven by the CEO,” noted Bacon.



*Pictured above are CIRT members **Charlie Bacon** (Limbach); **Tom Gilbane** (Gilbane Building Company); **Craig Martin** (Jacobs Group); and **Ross Myers** (American Infrastructure). It all starts at the top!*

### **IIF Forum Member Companies**

#### **Hunter Roberts – commenced IIF in 2009**

- Incident frequency rate down 76%
- Incident severity rate down 65%
- Observation rate up 40%

#### **Gilbane Building Company – commenced IIF in 2008**

- OSHA recordables down 10% per year every year
- Lost Workday rate down over 30%
- Correction of unsafe acts and conditions up more than 300%

#### **Skanska USA – commenced IIF in 2003**

- Lost Time Accident Rate down 86%
- Workers Comp Claims down 84%
- Bodily Injury Claims Costs down 97%

*Pictured left is a slide used in Charlie Bacon’s presentation that illustrates direct and real results for companies that are implementing an IIF culture.*



## **Construction Industry Round Table**

CIRT is a national business association made up of approximately 110 CEOs from the leading design / construction companies doing business in the United States and globally. CIRT’s member firms directly employ over 600,000 individuals, and are responsible for more than \$120 billion in public and private infrastructure work that contribute to an improved quality of life for all Americans. For more information, please contact Mark Casso, President of CIRT; Ph: 202-466-6777; Email: [cirt@cirt.org](mailto:cirt@cirt.org).