



THE DIRT

Highlights
Spring 2015 vol. 20

ZERO HARM SAFETY CULTURE

WHAT IT MEANS & WHY WE WANT IT

Friday, April 17th IMCO hosted Safety Leadership Training, taught by Steve McLaughlin from Rio Tinto, for all IMCO Superintendents and Foreman. Steve emphasized how to THINK about Safety, beyond following rules and regulations, to develop and strengthen a culture of safety. He challenged the team to be different; to lead IMCO safely, not to only know what the rules are. Safety Leaders are not just the Foremen and Superintendents – **Safety Leaders are anyone at IMCO who steps foot onto a job site.**

The first part of leadership is to know your people; knowing what makes them tick. Each trainee went around the room, telling everyone who they are, what they do, WHY they do what they do, and a favorite hobby or vacation. The answers varied, but the common themes were providing for their families, enjoying the daily variety that working on a job site provides, spending time with their kids, hunting or fishing, and being outdoors. The exercise illustrated the importance of talking to our co-workers, learning about their lives, caring about each other, and taking ownership of each other's safety. When we know people, we care more about them and understand them more.

A strong safety culture looks like this:

-Reporting is accepted: Reporting an incident isn't frowned upon. Instead employees are encouraged

Continued on page two.



PORT OF EVERETT, IMCO PROJECT PHOTO

LOBBY DAY

Politics affect our industry. On March 17th, Frank Imhof and Tyler Kimberley, along with other Washington Contractors, traveled to Olympia to meet with our State Legislators as part of AGC's Annual Lobby Day. Throughout the day, they broke into small groups to meet with Legislators individually to discuss bills that directly affect the Construction industry and IMCO. There are three major issues that they addressed:

1. Gas Tax for Transportation Funding

Contractors were in support of a bill that would gradually increase gas taxes to provide direct funding for transportation and transit projects across the state. The money would be used to fund preservation, maintenance, and improvements over six major projects, and 58 smaller, regional projects, including the North-South freeway in Spokane, maintenance and improvements to I-90 over Snoqualmie Pass, transit and rail projects, and bike paths and pedestrian walkways.

Continued on page two.

SAFETY CULTURE

Continued from page one.

to report minor incidents to help prevent them turning into larger incidents.

-Perceived as just: The safety program is fair and considers all the facts. An incident doesn't automatically mean being fired.

-Flexibility is allowed: We are growing together. The safety program must be flexible to accommodate growth.

-Learning is encouraged: Incidents are used to make us better and give opportunities to learn.

-Informed people: Our employees know the rules, risks, and the proper way of doing things.

-Safety actions are completely integrated: Safety is automatic.

Companies, including IMCO, fall short by doing these things:

-Tolerating inadequate systems and resources: Instead of asking for the right tools or a safer way of doing things, people live with what we have.

- Normalization of deviations: Refraining from challenging the norm when we know we can do it better or safer. We just say, "this is how we've always done things."

-Having complacency towards procedural compliance: being okay with or rationalizing not following the rules.

- Schedule/cost pressure perceptions: believing that the company cares more about the schedule or the costs than they do about employee safety.

What is the role of a Safety Leader, in light

of this information? In essence, we must be consistent in our actions and our message about safety. We cannot let ourselves or others get away with something today, then turn around and get someone in trouble for the same thing tomorrow. Safety leadership means planning ahead and making sure crews have the proper tools for each task. It means having tough conversations when an incident happens, getting to the root of the issue without placing blame, and implementing change when needed. In the words of Brent Richards, our job is to "Stop. Think. Plan. Then Execute." That is what safety means in a nutshell. When Safety Leaders are doing these things, it sets the tone for the entire safety culture at IMCO.

**"Safety leaders must always be supportive, consistent, and above all, lead by example."
- Assistant Superintendent Tanner McCoy**

With his team at Rio Tinto, Steve takes the discussion on safety outside of a weekly safety meeting, into the field. When he walks a job, he asks questions. Do you have the tools you need to work safely? What are the safety risks? What is your plan for completing this task safely? This practical method increases the daily awareness of working safely and helps employees learn to think about safety in a more meaningful way.

At the close of the training, Steven complimented IMCO's people, expressing how impressed Rio Tinto was with our approach to safety when we were pursuing the Holden Mine WTP project. He believes that we have smart, motivated people, and a good safety culture. The challenge for IMCO is to not settle for being good at safety. **Do we want to be GREAT? Do we want to be the BEST?**

LOBBY DAY. Continued from page one.

the funds include cities, counties, ferries, transit grants, and Washington State Patrol. Current funding, without approval of this bill, for WSDOT and many other transportation agencies is significantly below the levels needed to maintain and expand our regions roadways. Putting money in a transportation fund instead of the general fund would improve the State's infrastructure, create jobs, and stimulate the economy. This will be the first major transportation funding measure in over a decade. This bill was recently approved by the Senate, and then a revised version was approved by the House. Negotiations are now underway to come up with a final bill to be passed by both the Senate and House.

2. Workers' Comp Reform (ESB 5513)

Currently Washington State has one of the most expensive Workers Comp programs in the country. In 2011, reform attempted to save costs through voluntary settlement agreements, allowing works to take a structured settlement, rather than a lifetime pension. The projected savings have fallen significantly short, due to the fact that only workers 53 or older are eligible. This latest reform, which was supported by the AGC, would have reduced the age to 40, allowing many more workers to qualify for settlements, benefiting workers, and saving the State money. Unfortunately, this reform died in legislature.

3. Additional Subcontractor Listing Prior to Award (ESHB 1754)

A new bill was presented that would require that contractors identify their Building Envelope subcontractors for public works contracts before contract award. The envelope is defined as "the elements of a building that are the physical separation between the building's interior, conditioned spaces and the exterior, unconditioned environment through which heat, air, light, and sound may be transferred." This could potentially include everything from structural systems, framing, insulation, masonry, roofing, etc. Currently, contractors are only required to identify their HVAC, Plumbing, and Electrical subs. It would be extremely difficult to properly vet all subcontractors before award, greatly increasing a Contractors risk on a project, likely resulting in higher bids. This bill died because of strong opposition from the AGC, although it's possible that it will come back in future legislative sessions.

Being informed on the issues that are facing our legislators is critical to our success as a company. By being informed, we can be active in shaping the politics in our state.

"I make it a point to attend AGC Lobby Day every year. It is important to get to know our local politicians and to be able to meet and talk to them when they are back from the legislature. They do pay attention to a visit from local constituents. I believe it is important to be there and try to mold new laws." – Frank Imhof

I-90 TWO WAY TRANSIT & HOV OPERATIONS PROJECT KICKS OFF

Work on IMCO's \$120 Million WSDOT I-90 Two Way Transit and HOV Operations project officially began with the first weekend closure on February 27.

This month the major demolition phase of the project began with IMCO crews cutting two 12 by 12-foot holes in the Mount Baker Tunnel that will allow for future emergency access to and from the Sound Transit East Link rail corridor. Our team has taken on the challenge of some very complicated demolition within the tight confines of the I-90 tunnels. Brent Richards and his crew are putting in great effort to make sure this work is well planned and performed to extremely high safety standards. At the height of the project, there will be up to ten subcontractors and over 60 crew members on site. Total man-hours are expected to reach almost 300,000, with the goal of completing these hours with ZERO recordables! If we can achieve this goal it will be a huge accomplishment.

The management team is working from the new IMCO Mercer Island office and have hired personnel with a strong background overseeing complex transportation work. The office will soon be full as we add Paul Prozinski, Darryl Sharp, Paul Clements and more to complete our ramp up of project personnel this summer. In the next few months, the project team will begin the major structural modifications to the Mount Baker and Mercer Island Tunnels that will be critical to the new tunnel airflow modifications, including installation of the Saccardo Nozzles, which are large ventilation steel structures that will be installed in the ceiling of the Mercer Island Tunnel, in the fall of 2015. The project will use two weekend closures in May with closures beginning again in the fall.