

# Lane Construction

## ABOUT

Lane Construction is one of America's leading heavy civil construction companies. Lane specializes in highways, bridges, mass transit and airport systems, as well as the power and energy sector.

## WEBSITE

<http://www.laneconstruct.com/>

## INDUSTRY

Construction

## PRODUCTS & SERVICES

Transportation and heavy civil construction products and services

## OBJECTIVE

Lane Construction consistently outperforms national and industry safety statistics and performance goals. With an Experience Modifier Rating (EMR)\* of 0.69, Lane is far below the industry average of 1.00.

Protecting people is a priority at Lane, so when it comes to their safety record very good is not good enough. To further reduce workplace incident rates, Lane wanted a safety climate index they could leverage to identify ongoing safety concerns and predict future issues.

## CHALLENGE

Lane had formed several assumptions regarding their employees' perceptions of safety, including views on production vs. safety, protective equipment and team support. However, these assumptions were based largely on anecdotal—and not evidential—information.

Lane needed to conduct an organizational safety climate survey to gather the data needed to back up their assumptions. To fully ascertain their employees' real perceptions of safety, though, Lane required a survey uniquely tailored to their company and business.

## SOLUTION

Most climate and safety culture surveys focus solely on surface issues, such as equipment provided, hazard reaction time and rule adherence. Our survey took it one step further, analyzing the root cause of Lane's safety issues from the perspective of the unwritten rules and operating methods employees are encouraged to use.

We conducted stakeholder interviews to narrow down our deep pool of safety climate questions from over 500 to 28 as well as design ten scenario-based inquiries and three open-ended questions to help survey takers anticipate situational responses.

The surveys were distributed to crew members, supervisors and upper management, and were available in both paper and online formats to accommodate team members working in the field without computers. In total, we received 3,136 paper and online survey responses—an excellent 75% response rate.

*\*EMR is determined based on a company's past cost of injuries and future chance of risk. Insurance companies use this number when determining workers' compensation insurance premiums.*

## RESULTS

Once gathered, the survey data was compared to Lane's historical safety record data. Statistical analyses revealed strong relationships between the responses to the climate survey items and the company safety records. Based on these results, we identified three safety climate indices: manager impact, safety focus and product focus.

Using these indices, we were able to validate several of Lane's assumptions regarding their safety climate while showing the inaccuracy of others. In particular, we demonstrated how the existing rewards structure impacted employee behavior regarding production and safety prioritization. We also uncovered that the strength of Lane's safety climate varied across geographic regions and teams.

We presented our findings to Lane's operations team. We also compiled the survey data and our conclusions into

a comprehensive report that could be shared across the company and with management responsible for turning our findings into an actionable plan that would strategically bolster Lane's safety climate.

Leadership plays an important role in establishing a positive safety climate. Their action—or inaction—affects employee perception of safety. And employee perception of safety can make the difference between an accident-prone and an accident-free work environment.

Our comprehensive analyses allowed us to draw conclusions that are both forward-looking and developmental—showing Lane not just where their culture has been but also where it is heading.



## ABOUT CULTURE FACTORS

CultureFactors is, by definition, a research-focused consulting firm. However we consider ourselves culture engineers, providing the structure that will help your organization transform, grow and succeed.

A purposefully designed culture yields outstanding business results—and we will help lead you there. We provide you with the insight to use culture, and the factors that affect and shape it, to achieve your long-term business objectives.

At the core of our business is research conducted by highly skilled, trained and engaged analysts. We assess and measure your unique organizational culture, and then leverage the insight gained to construct strategic change.

Ready to transform, grow and engineer your culture?

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