



Not Just Average...



The Efforts of One Company to Rise Above the Competition





Williams International

Williams International is the world leader in the development, manufacture, and support of small gas turbine engines. Our largest market is turbofan engines for business jet aircraft produced by the likes of Cessna and Beechcraft, as well as a new class of personal jets being developed by Cirrus, Piper, and Adam Aircraft. These engines provide the performance efficiencies of very large turbine engines in very small sizes by using revolutionary designs and innovative manufacturing technologies. The privately owned company is headquartered in Walled Lake, Michigan.

A second facility, located in Ogden, Utah, is the most modern and efficient gas turbine design-to-production facility in the world. Williams continues to expand its development, test, production, product support, and customer service capabilities at both facilities. The company has been growing at a rate of over 20% per year for the last five years.





Why We Wanted to Improve

- Historically, we have tracked our safety statistics against industry averages.
- Since it is not Williams' goal to be average at anything, and certainly not in an area where people are at risk of injury, we knew we could do better.
- Facing significant continued growth in both people and production, we knew we needed to do more to improve our safety record.





The Williams International Safety Culture (prior to SafetyIMPACT!)

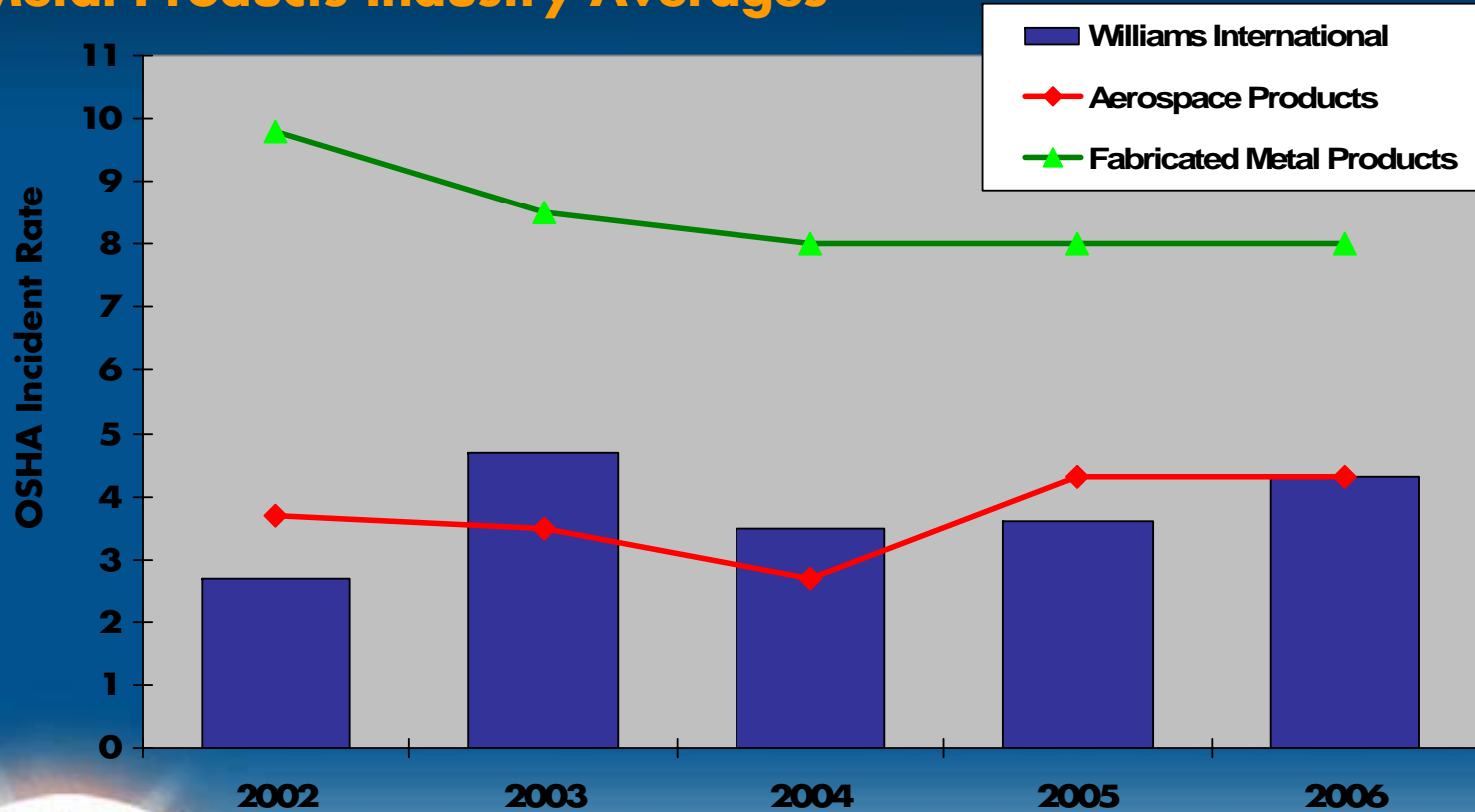
- Historical data showed Williams to be a pretty safe place to work.
- A professional, conscientious Safety Department was in place.
 - Their attempts at proactive actions often lacked the needed follow-through by others in the company.
 - Operating Managers too often viewed the Safety Department as the “cops,” catching and punishing violations of policy.
- Many operating managers felt that safety was primarily the responsibility of the Safety Department.
 - Too many were complacent and viewed the safety record as admirable.
 - Too many believed that the level of worker injuries were unavoidable, caused by worker carelessness, or were freak accidents that could not be prevented.
 - A common belief was that the number of incidents naturally would go up with growth in production.





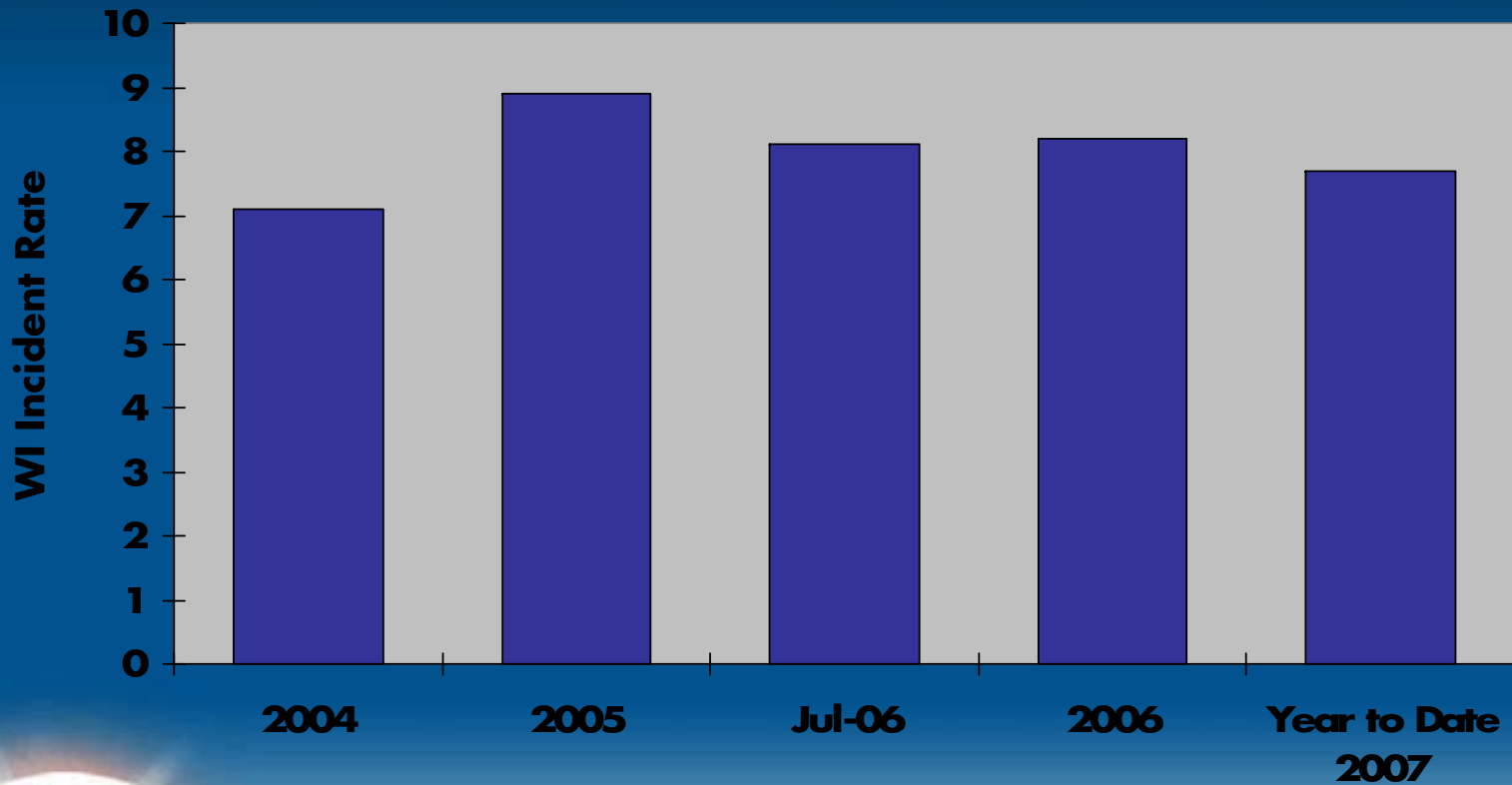
OSHA Incident Rate

Williams International vs. Aerospace Products and Fabricated Metal Products Industry Averages





WI Incident Rate – Total Incidents 2004-2007





What Williams Did to Improve

- Contracted with O/E Learning to implement the SafetyIMPACT process!
- Focused on changing the behaviors by changing the culture.
- Implemented a system where safety is owned by Operations and managed just like any business element.





What Williams Did to Improve (cont.)

- Initiated a one-year organizational development intervention focused on making the workplace safer.
- Built accountability into the safety system.
- Measured progress and results.
- Targeted the root causes of hazards and incidents.





What Is SafetyIMPACT!?

- A culture-based, process-driven safety system
- Implemented in four steps
- Includes:
 - Four Benchmark Practices
 - Six Common Values
 - Hazard Database
 - An Available, On-site Coach





How Does SafetyIMPACT! Work?

- Transfer of ownership for Health and Safety to Operations
- Driven by Operations' leadership
 - Accountable to Executive leadership
- Managed by data
- Changes the safety culture





Six Common Values

- All injuries are preventable.
- Safety begins with compliance.
- Prevention is more valuable than correction.
- Safety is everyone's job.
- Safety is a strategic business element.
- Safety is owned by Operations.





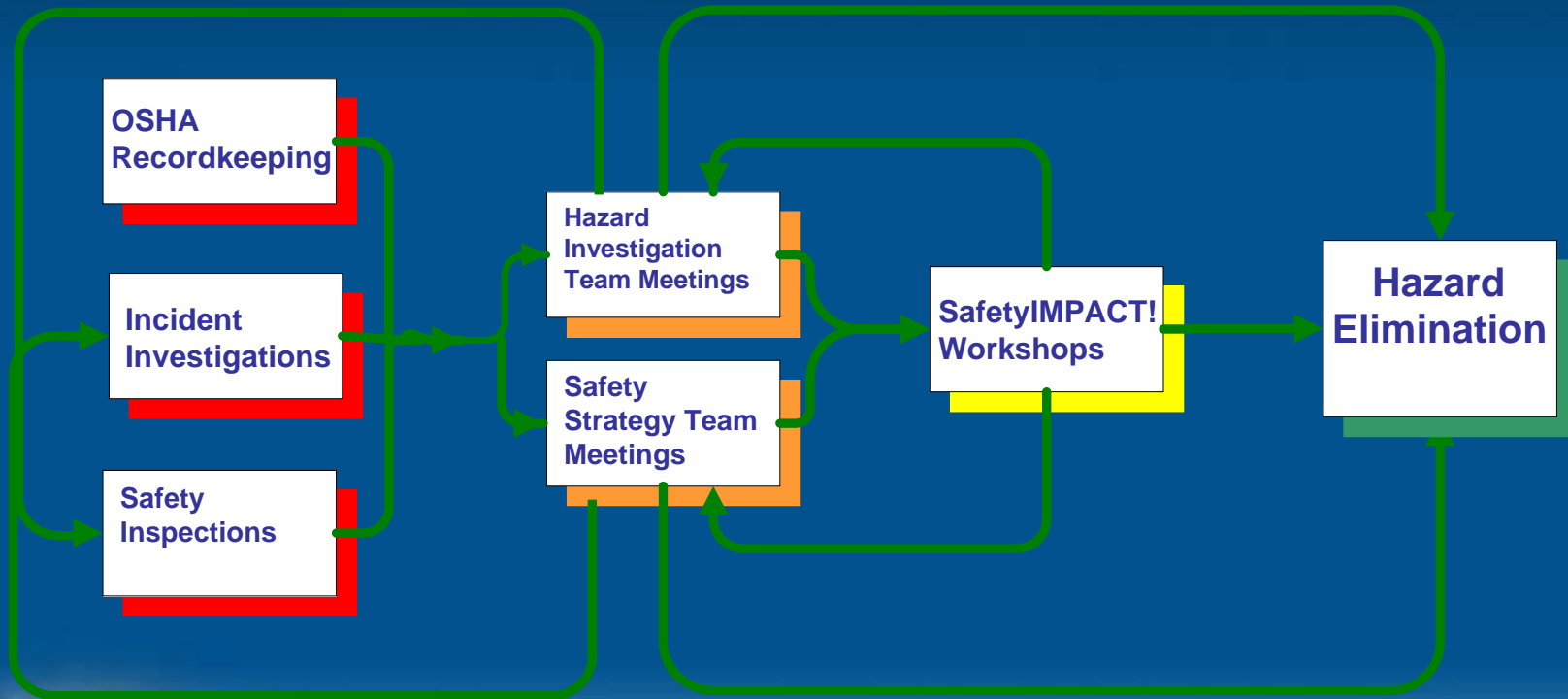
Four Benchmark Practices

- Safety Inspections
- Hazard Investigations
- Safety Strategy Development
- SafetyIMPACT! Workshops and Training





Data Flow





How Was the SafetyIMPACT! Process Implemented?

1. PLAN the process
2. BUILD the FOUNDATION
3. IMPLEMENT the process
4. MEASURE and MAINTAIN the process





Step # 1: Planning

- Objective: Develop a year-long project plan for implementing SafetyIMPACT!
- Duration: 4 - 6 weeks
- Key Activities:
 - Develop a project plan.
 - Conduct a baseline assessment.
 - Establish a Steering Committee.





Step #2: Building the Foundation

- Objective: Establish the infrastructure required to implement SafetyIMPACT!
- Duration: 4 - 6 weeks
- Key Activities:
 - Communicate to the organization.
 - Establish membership and processes for Safety Inspections, Hazard Investigation Team (HIT), Safety Strategy Team (SST), and Workshops.
 - Pilot and customize the Safety Inspection process and the Hazard Database.





Step #3: Implementation

- Objective: Implement the four benchmark practices enterprise-wide.
- Duration: 32 weeks
- Key Activities:
 - Train and coach all appropriate staff.
 - Begin Safety Inspections enterprise-wide.
 - Conduct Hazard Investigation Team Meetings, Safety Strategy Team Meetings, and Workshops.
 - Report progress monthly and begin transition of ownership.





Step #4: Measurement and Maintenance

- Objectives: Determine the effect SafetyIMPACT! has had on safety measurables, develop a transition plan
- Duration: 4 weeks
- Key Activities:
 - Assess impact and report results.
 - Develop transition and maintenance plans.





Safety Metric Results

Safety Metric	2005	2006	Result
OSHA Recordable Incident Rate	3.6	4.3	↑
Incident Rate – All Incidents	8.4	8.2	↓
Number Incidents	70	64	↓
Number Lost Time Incidents	7	5	↓
Workers' Compensation Cost (Paid by WC Insurance Carrier)	\$177,236	\$131,186	↓





Operational Results

- Operations now owns Health and Safety.
 - Job Hazard Analysis conducted by Cell Managers.
 - Incident investigation is conducted by Team Leaders of the production cells.
 - Managers are held accountable for conducting safety inspections and ensuring hazards are corrected.
- The Safety Department is now seen and used as a resource rather than an enforcer.
 - Managers consult the Safety Department during safety incident and hazard reviews and process changes.





Operational Results (cont.)

- Safety policy is driven by Operations.
- Examples:
 - Safety policies and requirements are monitored and tracked.
 - Regularly conducted "Safety Talks" by People Managers in the cells.
 - All safety incidents (root causes, containments, permanent corrective actions) are reviewed by People Managers (Cell Managers/Directors, VPs).
 - People Managers are held accountable for Safety just like other business elements.





Cultural Results

- People believe that unless they take an active role to make the workplace safe, it won't be safe.
- Failure mode analysis and process mapping play a key role in hazard identification and correction.





Cultural Results (cont.)

- People Managers recognize that most injuries are the result of multiple, interrelated hazards and use a modified fishbone to analyze injuries (5-WHYs).
- Continuous improvement and problem solving tools are used in hazard correction.
- Safety is seen as everyone's job.



