

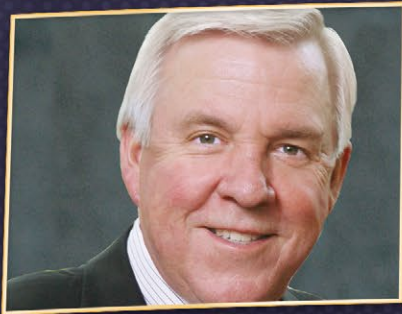
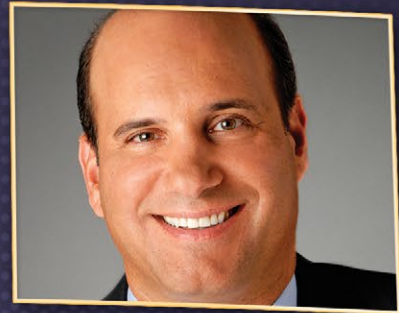


Safety+Health

The Official Magazine of the NSC Congress & Expo

February 2015

Ready for the upcoming hazcom changes?
p. 42



2015 CEOs WHO "GET IT"

Inside

- The employer's role in drowsy driving prevention
- Safety for teleworkers
- PRODUCT FOCUS: Eye protection

2015 CEOs WHO “GET IT”




- LEADERSHIP AND EMPLOYEE ENGAGEMENT
- SAFETY MANAGEMENT SYSTEMS
- PERFORMANCE MEASUREMENT
- RISK REDUCTION

For more, visit nsc.org/safety_work.

WHILE THIS IS MY FIRST OPPORTUNITY to introduce CEOs Who “Get It” to our *Safety+Health* readers, the reason for the recognition is just as vital as it was more than a decade ago when the first class of CEOs was selected. We continue to recognize these individuals for their accomplishments because we know that strong safety cultures thrive in organizations where leaders take an active role.

At the 2014 NSC Congress & Expo, we asked visitors to the NSC booth to vote for their greatest safety challenge. The biggest challenge by far was leadership commitment and engaging employees (62 percent), followed by reducing risk (18 percent), safety management systems (11 percent) and measuring performance (9 percent). It takes effort and commitment to lead from the top, but employees will tell you that it makes a difference. So we remain committed to spotlighting success, sharing stories and hopefully inspiring others to step up to the challenge.

All of this year’s CEOs understand that building a safety culture in their organization starts with them – the choices they make, where they focus their efforts and the expectations they set for others. At Greenberry Industrial, employees notice that the safety director’s office is right next door to President and CEO Jason Pond. This is a physical reminder to every employee in the organization that safety is central to their success and not just a passing mention.

However, while commitment needs to start at the top, these leaders also realize that all employees need to be actively engaged in safety. Brigadier General Robert Castellvi, Commanding General of the Marine Corps at Base Camp Lejeune, expects every team member to accept responsibility for his or her safety; take an active role in identifying and mitigating risk; and support the workforce through teamwork, camaraderie and a sense of family.

These CEOs also put safety before profits. Many, such as Brad Childers, president and CEO of Exterran, empower employees to make the final call when it comes to their own safety. In person and through corporate communications, Childers encourages his employees to use their “Stop the Job” authority if they believe their safety is compromised.

If you are struggling to get your leadership to understand the importance of safety, I urge you to share this article with them. Also, pay attention to the advice each honoree gives on how to secure buy-in from the C-suite. Being a CEO Who “Gets It” doesn’t mean that safety comes easy, but it does mean these leaders are dedicated to safety for the long haul and committed to continuous improvement for both their organization and themselves.

Congratulations once again to this year’s honorees for their dedication and inspiration.



DEBORAH A.P. HERSMAN

PRESIDENT & CEO
NATIONAL SAFETY COUNCIL



ROGER FRIEDE

PRESIDENT
FRIEDE & ASSOCIATES

Commercial success and a commitment to community service helps FRIEDE & ASSOCIATES stand out as a dominant building contractor in the region, contributing to

numerous significant economic development projects in the area. The Reedsburg, WI-based company employs 24 workers.

Why is safety a core value at your organization?

We are a commercial/industrial construction company and, as such, our employees are exposed to a number of work-related risks in the daily performance of their jobs. Without the proper safety training, these situations can be hazardous. With a goal of zero incidents, safety is a part of our culture and considered with each decision made by management, office personnel, superintendents and all field employees. Every team member at Friede & Associates, including the person we hired yesterday and the person we may hire tomorrow, must place safety in front of all actions. There is absolutely no task that is so important or necessary that we might consider sacrificing safety, to even the slightest degree, in an effort to perform it.

Describe your personal journey to becoming a CEO who understands the value of safety. What experiences or lessons brought you to where you are now?

Safety is about protecting people, whether it is our employees, subcontractors or clients. It is essential that we constantly focus on safety as we expand and grow.

When I started in the business more than 25 years ago, safety was an afterthought for most companies and, in fact, getting hurt in construction was thought of as "part of the job."

Initially, safety only received attention in the industrial setting, but as safety awareness expanded to the construction industry, contractors looked at safety as a necessary evil and only did the bare minimum.

ACCOMPLISHMENTS:

- Launched celebration of 10 years with no lost-time incidents
- Promotes off-the-job safety and health programs and corporate-wide wellness programs
- Sets expectations for employees to attend various safety conferences that are available throughout the year
- Fostered commitment to green building design, and meets with owners and subcontractors to create job-specific safety policies

As I came to realize the importance of safety, I created a safety manager position to implement and improve the safety culture in our company. After expressing my commitment to safety, I encouraged our safety manager to lead with safety incentives and recognition for positive safe work practices. The company culture has evolved to where it is today, where we are recognized by numerous associations and industry journals as being one of the safest small contractors in the area.

What advice would you offer to other leaders whose organizations are at an earlier stage of the journey to safety excellence?

Make it personal. I would tell them to make safety a part of their corporate culture, and set the tone from the top. You need to set the standard, take responsibility on a day-to-day basis and ensure your leadership teammates are role models for these behaviors as well. Safety must involve everyone and it begins with your commitment to it and flows as a continuous improvement process that encourages the entire company to make recommendations for improvement, which produces critical updates to the company's safety initiative.

Make it visible and set goals and communicate regularly on your progress. Recognize and reward success. Just like other investments, safety, health and environmental performance must be measured, reported, evaluated and continuously improved. It should be part of your company's regular review process.

Most importantly, it comes down to people and our obligation to them as leaders. We're successful because safety isn't just a program, it's a way of life for us. I know our safety obsession has saved lives.

What advice would you offer to a safety professional whose CEO doesn't "get it"? How can safety pros secure buy-in from the C-suite?

For a safety-conscious culture to grow, you need to be a champion of safety in your organization with a leadership team that is committed to being safety role models. Safety must be embedded as a core value throughout the workforce, supported by each person's commitment to stay safe and be responsible for the safety of those around them.

As employers, we have a moral obligation to provide a safe and healthful work place for our employees. This in turn provides improved morale for employees. No one wants to work for a company that has little or no regard for him or her as a person.

Today's project owners scrutinize your safety profiles with a rigorous prequalification process and if you don't measure up, you won't get their business.



Visit safetyandhealthmagazine.com for the full interview.