



2016

CEOs WHO “GET IT”



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- SAFETY MANAGEMENT SYSTEMS
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EVERY YEAR, I LOOK FORWARD TO HONORING OUR CEOs WHO “GET IT” because they embody what it means to build a culture of safety. It takes an unrelenting dedication to safety that requires courage, conviction and commitment. These men and women care deeply about the safety and health of all of their workers and are setting their organizations up for success.

On the following pages, you’ll find Q&As with each of our 2016 CEOs Who “Get It.” Reading through the nomination forms, it was clear to me that each honoree deserved this recognition. Here is a sampling of what a few of the nominators had to say, illustrating how deeply these leaders touch others’ lives.

“Gerry Anderson has a high degree of focus to assure we stay on track to become the safest energy company in North America. It’s not a slogan. It’s not a belief. It is purposeful action. It is the way Gerry leads our company, every single day.” – Lynette D., DTE Energy

“Andrea [Bertone] is not someone who simply talks about safety, but rather, she transforms her words into action. Biannually she rolls up her sleeves and spends the day working alongside plant operators. This hands-on program allows her to fully understand the hazards that exist in DEI’s operations while forming personal connections with front-line workers.” – Michael B., Duke Energy International

“Colonel Farrell’s belief is safety is not an expense, but a long-term investment. The results of Colonel Farrell’s safety acumen and leadership have earned the District distinction among peers as one of the most forward-thinking and supporting safety departments in the United States Army Corps of Engineers.” – Shawn C., U.S. Army Corps of Engineers, Sacramento District

As you can see, these leaders do more than just “walk the talk” – their passion for safety comes from within. I’ve had the opportunity to meet many such CEOs over the past two decades, and those who “get it” truly transform the culture of their organization.

I hope you will share this article with your leadership. Regardless of where your organization is on the Journey to Safety Excellence, focusing on what matters most – the safety and well-being of your workers – can have infinite benefits.

Congratulations once again to each of this year’s CEOs Who “Get It.” You are building a legacy that will positively impact lives for many years to come.



DEBORAH A.P. HERSMAN

PRESIDENT & CEO
NATIONAL SAFETY COUNCIL



GERARD ANDERSON

CHAIRMAN AND CEO
DTE ENERGY
DETROIT, MI

DTE Energy is a diversified energy company involved in the development and management of energy-related businesses and services nationwide. The company employs 10,000 workers.

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Describe your personal journey to becoming a leader who “gets it.” What experiences or lessons brought you to where you are now?

Early in my career, I understood the importance of safety on an intellectual level, and this was not sufficient to make safety rise above all of the other competing priorities for me. At times, an event can cause our thinking to shift. Shortly after I joined DTE Energy, one of our employees was fatally injured on the job. As I watched the employee’s wife and child walk down the aisle during his funeral, it suddenly hit me on an emotional level that the child would grow up without his father, and the wife would be without her husband forever.

At that moment, I realized a much deeper understanding of the importance of safety, and I shifted from an intellectual understanding that supported a safety plan, to an emotional commitment and personal responsibility for safety.

What is the biggest obstacle to safety at your organization, and how do you work to overcome it?

We have come to see “incremental rationalization” as our greatest obstacle to safety. Our employees are tremendously

talented and dedicated to excellence in their daily work. At times, however, our human nature allows us to gradually rationalize risky behaviors into accepted practice in our daily routines. A common example of this is not wearing proper gloves or other personal protective equipment. Although it is a risky behavior, if an employee completes a job without getting hurt, he or she may repeat the risk on the next job as well.

How do you instill a sense of safety in employees on an ongoing basis?

To make our safety culture sustainable, we have embedded safety into our daily work processes. We require pre-job briefs before any work starts, we incorporate safety tools into our standard work instructions and processes, and we systematically conduct safe worker observations.

Keeping safety top-of-mind for employees also requires presenting fresh ideas and insights. For example, last year we realized that our frequency of injuries was not closely correlated to the severity of injuries. In response, we created and deployed our “Life Critical” safety initiative, which included an awareness campaign and updated standards for our most dangerous types of work. This renewed focus enabled employees to approach their work with a fresh perspective and focused their process improvement efforts where they would have the most impact on preventing life-changing injuries.



Read the full Q&A at <http://sh-mag/1TSrdiy>.

What types of off-the-job safety and health programs does your organization offer to employees?

DTE’s “Energize Your Life” program empowers employees, retirees and family members to live safe and have high energy, good health and passion for life through programs that include personal health coaches, bike sharing, walking routes and exercise rooms to increase physical activity.

Recently, we partnered with the National Safety Council to deliver its quarterly magazine, *Family Safety & Health*, to every employee’s home. The magazine includes articles for all ages on safety and wellness at home and in the community.

ACCOMPLISHMENTS:

- Added safety as a standing agenda item and created a deeper and more robust discussion about the strategic direction of the organization’s safety system
- Engages in routine dialogue with union leadership to create true partnership in advancing the safety culture
- Holds Tri-Annual Labor-Management meetings with senior executives and labor leaders to discuss actions, challenges and progress within safety system



ANDREA E. BERTONE

**PRESIDENT
DUKE ENERGY INTERNATIONAL
HOUSTON, TX**

Duke Energy International, a wholly owned subsidiary of Duke Energy Corp., is the fourth largest private generator of electricity in Central and South America based on net capacity of approximately 4,400 MW. DEI owns, operates and manages power generation facilities in Argentina, Brazil, Chile, Ecuador, El Salvador, Guatemala and Peru. The organization employs 1,178 workers.

Describe your personal journey to becoming a leader who "gets it." What experiences or lessons brought you to where you are now?

Professionally, I came from a non-technical, legal background without any direct experience in leading or managing safety. However, as a result of a near-tragic family event, I came to realize that safety has a direct human impact. When I assumed the role of DEI President six years ago, I

ACCOMPLISHMENTS:

- Implemented a "360 Degree" safety behavior feedback process for all executives, operations directors and plant managers
- Requires senior executives to join her – biannually – in physically working at a DEI facility
- Launched the Perfect Safety Day Program, which strives to make each day a "perfect" day where hazards are proactively identified and mitigated by employees

quickly noticed that our organization focused a lot on measuring injury rates. Some leaders in our organization had a tendency to view injuries as simply unfortunate events rather than human beings who had experienced a potentially life-changing event. It wasn't so much a tolerance for injuries, but an apparent lack of compassion around the personal impact of an injury. I knew we had to make a transformation to humanize safety while critically examining our safety processes. So, working closely with my talented staff in our Environmental, Health and Safety Department, I visited each of our facilities in Argentina, Brazil, Chile, El Salvador, Ecuador, Guatemala and Peru to personally listen to employees and our management teams about how to improve our safety culture. This helped tremendously to validate my belief about the human side of safety, and led me to get away from just looking at injury rates.



Read the full Q&A at <http://sh-m.ag/1TSrdiy>.

How do you instill a sense of safety in employees on an ongoing basis?

Actions, not words, are what build credibility – this is how I believe you lead safety. Executives shouldn't simply talk about safety but demonstrate their commitment through their own personal actions. For example, following DEI's 2013 acquisition of the Yungay Power Plant in Chile, I ordered a 48-hour delay prior to initiating start-up operation, what we called a "Safety Stand Down." Despite this delay costing the company days of dispatch, it allowed time for all of our new plant personnel to receive the required DEI safety training. I feel that this type of action showed real, personal commitment by the leadership team to carry out our safety expectations, despite impacts to earnings. Because we are unable to put a dollar value on the life of a team member, safety will always be more important than financial results. The lessons learned from this experience were so rewarding and impactful that we now require proactive safety stand downs annually at every facility.

What role does off-the-job safety play in your organization's overall safety program?

As a native of Brazil, I intimately understand that family is the core of Latin American life. We want DEI to be a part of, and involved in, the overall family experience. Therefore, we sponsor "Family Day" events where employees and their families come together to boost camaraderie and share safety practices. These events help families understand their role in safety and how to be supportive of family members working at our company. DEI has a wellness program to promote healthy lifestyles for our employees at work and at home. As an example, our Central America operations had healthy cooking classes for the employees as part of this program.



COL. MICHAEL FARRELL

COMMANDER, SACRAMENTO DISTRICT
U.S. ARMY CORPS OF ENGINEERS
SACRAMENTO, CA

The U.S. Army Corps of Engineers is a major Army command made up of some 37,000 civilian and military personnel, making it one of the world's largest public engineering, design and construction management agencies. The Sacramento District has more than 900 employees.

What is your biggest obstacle to safety, and how do you work to overcome it?

The greatest safety challenge facing the Sacramento District is ensuring a positive safety culture exists across a wide span of missions and very large area of operations. Our district covers 290,000 square miles encompassing all or parts of eight western states, which makes us one of the largest districts in USACE.

Our operations include large-scale construction projects, management of water resources infrastructure and recreation areas, munitions cleanup and environmental restoration, natural resources conservation, and so much more. The types of activities that our employees – and the contractors working on our sites – undertake every day are diverse and high-risk.

How do you instill a sense of safety in employees on an ongoing basis?

With a large workload and many senior employees eligible for retirement, we have hired a number of new employees

over the past few years. I use each New Employee Orientation as an opportunity to personally convey my safety philosophy, expressing how much I value employee health and well-being, and, most importantly, assuring our new team members there is no job the district performs that requires workers to put themselves or their co-workers in a position to risk life or limb. Expectations are set through the district safety policy letter, which requires all employees to implement risk management principles. I also chair a quarterly safety council where I receive updates to initiatives, programs and problematic situations that may need my attention or direction. Furthermore, the district also facilitates an employee council that serves as a venue to voice safety and occupational health challenges, craft abatement recommendations, and partner with my leadership team to implement best courses of action.



Read the full Q&A at <http://sh-m.ag/1TSrdiy>.

How do you measure safety?

The Safety and Occupational Health Office develops annual objectives as part of the organization's Safety Management Action Plan. These objectives are derived from areas within our SOH program requiring enhancement or modification, as well as new initiatives that are in the best interest of the enterprise. Target dates are set and progress reports briefed during safety councils. Additionally, our team of gifted safety professionals and industrial hygienists conduct safety and medical surveillance assessments at each worksite using in-depth inspection checklists to measure the effectiveness of our safety program. Deficiencies identified are documented and placed in an abatement database until closed. I'm very proud that our Days Away, Restricted, and Transfer case rate and Total Case Incident Rate are below industry levels.

Internally, one area for improvement is instilling safe motor vehicle operation by workers to reduce the number of speeding violation reports when employees are operating government vehicles. I want to ensure our employees are good stewards on roadways by driving safely. The logistics department partners with the Chief of Safety to track traffic violations and motor vehicle accidents, and division chiefs are provided monthly results for corrective action.

ACCOMPLISHMENTS:

- Invested significant resources into executing the employee ergonomics and traffic safety programs
- Believes safety is not an expense, but a long-term investment that serves as the pillar for reducing mishaps and injuries to people
- Chairs the Executive Safety Council, which serves as a catalyst to facilitate engaged discussions concerning district-wide hazard trend analysis, among other issues



CAROL JOHNSON

PRESIDENT AND CEO
SAVANNAH RIVER NUCLEAR SOLUTIONS
AIKEN, SC

Savannah River Nuclear Solutions manages and operates the Savannah River Site in Aiken, SC. A key facility in the U.S. Department of Energy complex, SRS is dedicated to environmental stewardship, supporting the nuclear weapons stockpile and nuclear materials management and storage. SRNS employs 5,000 workers.

What is the biggest obstacle to safety at your organization, and how do you work to overcome it?

I think the biggest challenge that SRNS faces is complacency. SRNS employs a highly skilled and technical workforce. As such, many employees are seasoned veterans with decades of experience in the nuclear industry. Although that is a positive attribute for any company, it also brings with it a unique challenge: ensuring employees stay engaged in the routine

ACCOMPLISHMENTS:

- Established an official 'Standard of Excellence' – marrying fundamental safety behaviors into a company expectation
- Expects transparent communication – initiated bimonthly safety video-messages and emails
- Ensured open lines of communication by creating an "Ask Carol" email account so employees can speak openly with the Office of the President, and conducts monthly roundtable meetings with workers

and possibly mundane requirements that are designed to keep us safe. We combat this challenge in multiple ways. First, we take a very deliberate approach to communications. Challenges are never overcome by denying their existence. Therefore, we openly discuss complacency with our workforce on a routine basis. Second, we utilize a robust continuous improvement program to inspire employees to help identify new and innovative ways to conduct business. This helps keep seasoned employees engaged, and leverages their experience to help SRNS achieve its missions in a safe and cost-effective manner. Lastly, we employ safety programs like behavior-based safety and the Integrated Safety Management System methodology to empower employees to speak up when safety is called to question. The success of these programs in combating complacency is largely driven by strong expectations set forth by senior leadership, as well as a healthy recognition program that is specifically designed to encourage employees to identify hazards that may lead to safety incidents.



Read the full Q&A at <http://sh-m.ag/1TSrdiy>.

How do you instill a sense of safety in employees on an ongoing basis?

Safety and security are engrained in everything that we do, from front-line workers to senior vice presidents – there is not a single SRNS employee who is not touched with a safety message every day. These fundamental values are visible from the moment employees enter the 310-square-mile site, where they are greeted daily by a robust communications campaign that reinforces our branded safety culture through multiple avenues. We also instill our safety culture into every employee through training, mentoring, leadership development and a team approach to safety success. This cultural expectation is reinforced each and every day by incorporating safety discussions before every work package is started. Safety is not just a condition of employment for SRNS employees; it is a way of life. Because of our safety culture legacy and indoctrination approach, employees take safety very personally and look for creative ways to continuously improve safety culture and systems at SRS.

How does your organization measure safety?

Leading indicators serve as our safety compass at SRNS. We utilize a spectrum of indicators that are both formal and informal to keep a pulse on the health of our safety performance. From monthly safety culture surveys to behavior-based safety observations, management field observations and a robust safety reporting system, we are able to monitor safety performance at all levels of the organization. Additionally, just trusting our intuition when we feel trouble is on the horizon. I am a firm believer that intuition is a powerful leading indicator and we often brush it off because there may not be the hard data to support our gut feelings.



BILL KOZIEL

**PRESIDENT AND CEO
SAC WIRELESS
SCHAUMBURG, IL**

Founded in 1996, SAC Wireless develops and implements network infrastructure for telecom companies throughout the United States. SAC offers a complete portfolio of self-performing services to support major network builds, 4G LTE upgrades and indoor/outdoor small cell and Distributed Antenna Systems. The company employs 700 full-time workers.

What is the biggest obstacle to safety at your organization, and how do you work to overcome it?

Growth. As a constantly evolving company, we must grow, and growth requires the hiring of new talent into our organization. With that come aspects of safety culture from other companies whose values may not align with ours or that, dare I say, have no safety culture at all.

Our first core competency is "Make a personal commitment to safety every day," and this is the daily credo that I and my entire organization live by.

Youth and inexperience are also a concern. Many of the tower climbers we hire are young. This necessitates establishing the safety culture from the ground up (pardon the pun). Each and every new employee, experienced or not, receives a minimum of two to three weeks of training based on position. During this time we instill our values and culture into them and continue with a vibrant weekly safety meeting process, daily job safety analysis and weekly inspections of all equipment.

How do you instill a sense of safety in employees on an ongoing basis?

The safety process does not end after the initial training period. We continue the process by having weekly safety topics that go to all personnel in the company. We also hold weekly crew meetings to address and discuss the issues that our personnel are managing as well as the safety topic. We further continue this process by having monthly meetings with all field personnel and their superiors to address and emphasize issues that we believe are important to maintain our safety culture. We then schedule specific upcoming training sessions and events to make certain that personnel understand the serious nature of this company's commitment to safety.



Read the full Q&A at <http://sh-mag/1TSrdiy>.

How does your organization measure safety?

We utilize both lagging and leading indicators. The lagging indicators are our incident metrics and the leading indicators are derived from our site safety audits. We share these results with our construction teams and contractors/vendors by demonstrating where they are excelling and where we may need to concentrate our efforts. I am a firm believer in improvement, so we never stop trying to get better at what we do – and safety is key. We plan to expand our Site Safety Audit Program in the coming year, asking our personnel for even more intense involvement in the safety process to increase their ownership in safety while creating a successful end product.

What role does off-the-job safety play in your organization's overall safety program?

As a services-based company, our people are our greatest asset. We strive to ensure our personnel stay healthy and fit. We offer a wide range of wellness plans, including well-discounted gym memberships, diet plans and personal care services. We also provide a series of programs to help improve well-being and the quality, cost and transparency of health care by promoting prevention and early detection. The program includes resources to help subscribers manage weight, control stress and stop smoking.

ACCOMPLISHMENTS:

- Ensures that all field employees complete three full weeks of training before they are allowed in the field
- Knows what it takes to maintain compliance through strong, effective processes and procedures and oversight in the field through safety audits and compliance assessments
- Sets the expectation that employee safety is paramount in everything



EDWARD J. SHEEHAN JR.

PRESIDENT AND CEO
CONCURRENT TECHNOLOGIES CORP.
JOHNSTOWN, PA

Concurrent Technologies Corp. is an independent, nonprofit, applied scientific research and development professional services organization employing about 800 workers. Together with its affiliates, CTC leverages research, development, test and evaluation work to provide transformative, full lifecycle solutions.

Why is safety a core value at your organization?

We genuinely care about our employees' health and well-being. At CTC, our employees are our most important resource. That's first and foremost. In addition, environment, safety and health is one of our key areas of expertise. We help other organizations implement safety, environmental health and wellness programs.

For instance, CTC operates the Department of Defense Safety Management Center of Excellence (DoD SMCX), which deploys safety management systems and programs that help Defense installations and agencies implement

ACCOMPLISHMENTS:

- Emails "Good Morning CTC" messages on a periodic basis, emphasizing the importance of safety-related months or to raise awareness on safety topics
- Walks around facility and talks to employees to show visible support for safety and health
- Supports all safety and health training for employees

safety management systems with the goal of significantly reducing occupational injuries and illnesses. Many of these sites have achieved OSHA Voluntary Protection Programs STAR recognition.

OSHA VPP STAR sites enjoy the highest safety designation granted by OSHA to a worksite. VPP STAR sites have exemplary safety performance records, and they can achieve up to a 150 percent return on investment. In addition to helping other entities earn STAR status, CTC has applied for and earned VPP STAR recognition at our two largest facilities.

Through the DoD SMCX, CTC's team has conducted more than 400 safety management system evaluations and performed more than 100 industrial hygiene assessments at the U.S. Army Public Health Command and U.S. Navy. Going above and beyond safety and health compliance is the foundation of any evaluation or assessment we do, and continues to be an ongoing focus at CTC.

How do you instill a sense of safety in employees on an ongoing basis?

At CTC, safety is part of our brand DNA. From the very first day of employment, new employees receive orientation on safety, our VPP recognition program and how safety is a core value of our organization.

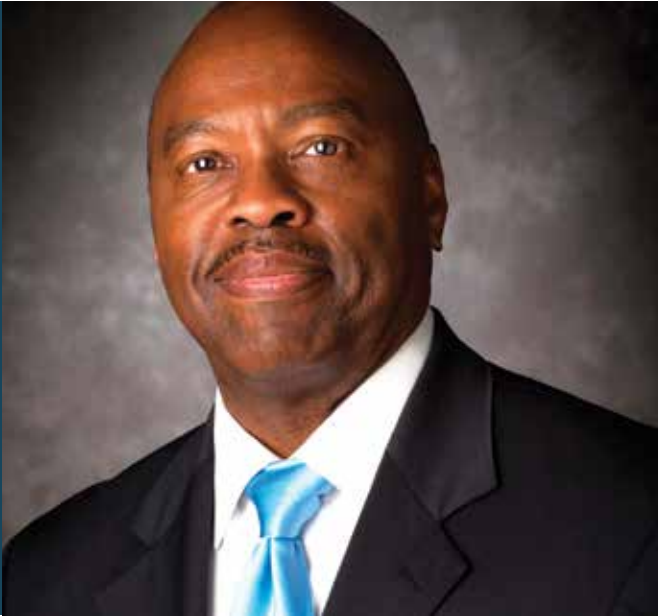
Safety is promoted through our employee website, and special safety considerations are discussed at the beginning of all meetings. Visitors to the organization are briefed on our safety requirements and evacuation procedures should an emergency occur. Our EHS committee is led by employees outside of the safety office to ensure the program is truly employee driven.

Additionally, our employees who do the work are also involved in identifying the hazards and mitigation through our job safety analysis program. Our employee safety committee is also very active and visible through a quarterly newsletter and regular online articles on multiple safety topics.

During National Safety Month each June, we conduct safety days with fun activities – hands-on training, demonstrations, contests and prizes – that keep people thinking about safety awareness. Employees at offsite locations can participate through our unique virtual booth. I set aside time to attend each year because I think it's important personally to stay on top of safety issues, and it's important to let employees know that I make safety a priority. Talking with employees, knowing their names and what they do at CTC, and sharing a laugh with them as I miss a golf putt, ring toss or something like that keeps everything relevant and in perspective!



Read the full Q&A at <http://sh-m.ag/1T5rdiy>.



PHIL WASHINGTON

CEO
LOS ANGELES COUNTY METROPOLITAN
TRANSPORTATION AUTHORITY
LOS ANGELES, CA

The Los Angeles County Metropolitan Transportation Authority operates the third largest public transportation system in the United States by ridership with a 1,433-square-mile operating area and 2,000 peak-hour buses on the street on any given business day. LA Metro employs more than 10,000 workers.

Why is safety a core value at your organization?

When I first arrived at Metro, I circulated my vision statement throughout the organization and stated clearly that safety and security are our No. 1 priority. Part of that is remembering that we are in the service business and that all our customers deserve a safe environment. To that end, Metro has added new technologies and methods to keep our passengers and employees safe. We moved aggressively to install steel and polycarbonate barriers on our new buses to protect operators from assault. We are also committed to installing CCTV monitors on our buses that allow the passenger to see themselves boarding and then seated in the bus. The concept is that if a person sees themselves on a monitor, he or she knows that there is video recording and he or she is less likely to commit a crime. Metro used State of California grants to provide extra security at many of our high-volume parking lots by deploying the SkyWatch Tower that elevates to 24 feet and provides a video or personal platform for surveillance.

Describe your personal journey to becoming a leader who "gets it." What experiences or lessons brought you to where you are now?

My journey began with my childhood growing up in public housing in the South Side of Chicago. I found direction and a career with the United States Army and rose to the level of Command Sergeant Major before retiring from active duty to join the Regional Transportation District in Denver. I believe in focusing on the basics such as curbs, sidewalks and first/last mile, even as Metro is embarking on one of the largest public works building efforts in the world.

How do you instill a sense of safety in employees on an ongoing basis?

Training is important. Metro is pilot testing a program called Transit Ambassador, which is a customer service program that also contains elements to help our operators deal with stress on the job and at home. Also, it helps operators deal with potentially dangerous situations in the field. Additionally, since May 2015, we have been using the National Safety Council Defensive Driving Course Attitudinal Dynamics of Driving program based on Choice Theory for operators. If an operator fails to stop for red lights, they must attend a nine-hour class. Since May we have trained 274 operators and only five have a repeated violation. Our success rate is 98.7 percent to date.



Read the full Q&A at <http://sh-mag/1TSrdiy>.

How does your organization measure safety?

Metro measures employee safety by evaluating both leading and lagging indicators. Some of the leading indicators that we review are unsafe behaviors, agency rules and policy violations, near-miss incidents, and reported workplace hazards. We also benchmark our design standards and practices against our peers and regulatory requirements to proactively identify and eliminate – to the greatest extent practicable – potential risks.

In many cases, we exceed the minimum standards rather than simply meeting them. Metro also reviews lagging indicators such as incidents, injuries and claims data that provide valuable information that is used to improve safety performance.

ACCOMPLISHMENTS:

- Made commitment that Metro will embark on an ambitious training initiative involving the direct, regular delivery of safety training to more than 5,000 operating employees within a 12-month period
- Announced safety and security is the No. 1 priority
- Had 10 Metro employees trained to be defensive driving course instructors within 30 days of starting at Metro