

2018 CEOs WHO "GET IT"



What does it take to create a culture of safety? It takes listening as well as leadership. It takes data and dedication. And it takes a CEO who gets it.

We've been successful at shifting safety culture in a positive direction over many decades because at every turn, we had key people who understood the paramount importance of keeping those around them safe, and then acted as safety sponsors. Safety sponsors challenge the status quo, create positive safety cultures and help redefine what often is taken for granted. Our 2018 CEOs Who "Get It" are safety sponsors in their own right.

These eight individuals not only are fearless and willing to take charge in the interest of safety, but they also are passionate about creating a world in which safety is at the center, starting with their employees and extending to their families, their clients and their larger communities. Shifting culture isn't easy, but for the organizations with a CEO Who "Gets It" at the helm, it's within reach. All of our recognized leaders have powerful visions in which safety is the right way to do things.

For example, Daniel Evans never lets safety take a back seat to cost or schedule at Fluor Federal Petroleum Operations in New Orleans, encouraging everyone to "Speak up! Listen up!" for potential hazards and solutions.

Dr. Abdulrahman Jawahery, president of Gulf Petrochemical Industries Co. in the Kingdom of Bahrain, instilled a sense of urgency in ensuring the highest level of safety practices and world-class standards, reaching a record 26 million hours of no lost time at the company. GPIC not only has trained all employees in first aid, but

it has provided potentially lifesaving training to family members, contractors, university students and others in the community.

David Petratis supports Allegion employees' innovative safety ideas through a Trailblazer competition at the Carmel, IN, hardware manufacturing company, where workers believe in the value of "Be Safe, Be Healthy."

At the Day & Zimmermann engineering and construction firm in Philadelphia, Michael McMahon knows that safe workplaces and behaviors are cultivated not just by what people are told to do, but from watching others do things the right way. Like teens learning to drive, they have been watching and learning from the back seat for years.

A leader in any industry can enact change through policies, data sharing or advancing technology, but some make safety their highest priority. Leaders who walk the walk, not just talk the talk, are CEOs Who "Get It."

We all can learn from and celebrate their examples. Hopefully, each one inspires not just the frontline and management employees at their own companies, but employees in other industries as well. Each leader nominated this year has a fantastic story to share, so while we learn about the eight individuals who rose to the top, join me in congratulating all our 2018 CEOs!



DEBORAH A.P. HERSMAN
PRESIDENT AND CEO
NATIONAL SAFETY COUNCIL



Does *your* CEO 'get it'?

The National Safety Council looks to recognize leaders whose actions demonstrate a personal commitment to worker safety and health. It doesn't matter if your organization has 50 employees or 50,000. If you believe your CEO should be recognized, submit a form telling us why at www.safetyandhealthmagazine.com/ceos.



GARRETT "HANK" DANOS

PRESIDENT AND CEO (1990-2017)
 NOW CHAIRMAN OF THE BOARD
 DANOS
 HOUMA, LA

Founded in 1947, Danos is a family-owned and managed oilfield service provider that employs 1,800 workers. A trusted industry partner, Danos offers the most responsive end-to-end integrated service solutions – safely, on time and within budget.



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

During the very early years of my career, one of my responsibilities was to act as a first responder to any incident. This allowed me to meet with anyone and everyone who was involved in an incident. I witnessed the pain, disappointment and embarrassment that many felt as a result of accidents, regardless if it was a personal injury, environmental or equipment-related. No one wants to be involved directly or indirectly in any type of failure or incident. I realized that this is a complex issue and required employee training, culture reshaping and commitment from management to improve safety and reduce incidents. Fortunately, as I was growing in awareness and experience, many of our partner service providers and customers were realizing that together we could impact not only safety but morale and productivity. We realized that as we worked together on communicating and improving the workplace safety culture, good things would follow. The journey began many years ago and is continuous.

Why is safety a core value at your organization?

Safety is important to our employees and their families. It is important to our customers, our communities, owners and all of our stakeholders. We realize that safety is the first and the most basic responsibility that each of us must share in, and therefore it must be core to who we are and all that we do.

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

I believe that all people desire to be safe and want to execute good, safe work practices. Not all are equally knowledgeable in safe work practices, therefore it is our job to offer training, programs and assurances that confirm we are committed to the safety of all our team members. Additionally, the challenge for management is often to help our people understand that deadlines and competing priorities should not compromise safety. Therefore, we have to consistently demonstrate that safety is a core value and our first priority. Helping our team members understand and believe that they have a right and obligation to intervene when they sense an issue is a process that we must encourage continually.



Read the full Q&A at <http://sh-mag/2CMCY84>.

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

Walk the talk. Folks are very perceptive and know when we mean what we say. We must be sincere, clear and innovative in the way we offer training, develop safe work practices and implement safety tools. We must communicate that we care and are willing to place safety above production. This is a process that always needs to be reinforced and refreshed. Communication must be consistent, from the CEO to the "shop floor," so to speak. Our organization develops safety goals for each department and group at the beginning of the year. These are published and measured. My safety performance and involvement is plain for anyone to see, and they can help hold me accountable.

ACCOMPLISHMENTS

- Leadership in safety through measurement of owner, executive and field leader engagement in field visits, customer safety meetings, audits, BBS observations, participation in training and other safety initiatives, as well as planning and/or participating in quarterly "Safety Focus Forums," monthly Town Hall meetings and weekly safety roundtables.
- Created "Hank's Hazard Hunt," encouraging employees to find potential hazards and send them to him for review.
- Supported and funded multiple hazard-focused initiatives, including a BBS mobile application and a Crane Improvement Team.



DANIEL M. EVANS

**PRESIDENT AND CEO
FLUOR FEDERAL PETROLEUM OPERATIONS
NEW ORLEANS, LA**

Fluor Federal Petroleum Operations is a special-purpose company formed to manage and operate the Strategic Petroleum Reserve under a prime contract with the U.S. Department of Energy. FFPO, which employs 576 workers, is a wholly owned subsidiary of Irving, TX-based Fluor Corp.



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

My approach to safety has grown out of having been part of a variety of organizations, many with high-hazard missions. Early in my career, these projects gave me an up-close-and-personal view of how others would lead. The best of these leaders created safe environments for workers by understanding their businesses and the inherent risks, demonstrating an in-depth knowledge of the people doing the work, creating a personal connection with employees, speaking the truth, following through on commitments and leading by example.

I strive to carry those lessons forward in my role at the Strategic Petroleum Reserve. While working at the world’s largest petroleum reserve offers new safety challenges, the same lessons apply. The end result, I believe, is that we have created an environment where we are responsible for our own safety, and we help each other to be safe. If issues arise, we work them out in a just environment where we can all learn how we can perform better. I have also observed that our safety culture “goes home” with our workforce – our

approach to hazard recognition, work planning and mitigation gets used at home for simple but potentially hazardous tasks like using ladders and power tools. We work every day to renew this passion for safety, and I believe it works.

Why is safety a core value at your organization?

Safety is the first core value (Safety, Integrity, Teamwork and Excellence) at Fluor Federal Petroleum Operations because we truly care about our employees. Our employees are our greatest asset, and making sure they are safe is our top priority.



Read the full Q&A at <http://sh-mag/2CMCY84>.

Our mission on the Strategic Petroleum Reserve is to keep the country safe and secure. The way we accomplish this is to take care of ourselves and each other on and off the job. FFPO is proud to have made an immediate and significant impact on safety at the SPR. For the last three years, we have enjoyed the safest years ever in the history of the project.

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

The biggest obstacle to safety is inattentiveness. Everyone must be focused on what they are doing and aware of how they can perform the task safely. Some of the ways we work to overcome inattention is through sharing lessons learned, distributing cross-talk communications and discussing safety topics. Every meeting begins with the brief discussion of a safety topic, which keeps the importance of safety at the forefront of employees’ minds.

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

Safety is something we talk about and something we live. We make sure our employees have whatever they need to keep them safe, such as a safe working environment, hazard recognition, thorough training and appropriate personal protective equipment. Safety is one of the ways we measure the quality of the work we do.

ACCOMPLISHMENTS

- Created a Subcontractor Safety Council that meets quarterly to discuss concerns and new or changed processes, ask questions, and share best practices.
- Created the Management in Action process to facilitate conversations among managers, supervisors and workers about job hazards and controls and to track and analyze process outputs to view improvement opportunities.
- Identified the 9 “Life Critical” operations so additional hazard controls are implemented when these activities are conducted; all employees are trained on this process.



DR. ABDULRAHMAN JAWAHERY

**PRESIDENT
GULF PETROCHEMICAL INDUSTRIES CO. (GPIC)
KINGDOM OF BAHRAIN**

GPIC was established in 1979 as a joint venture equally owned by the Government of the Kingdom of Bahrain, Saudi Basic Industries Corp. (SABIC) and Petrochemical Industries Co., Kuwait. GPIC, which employs 480 workers, uses natural gas as a feedstock for the production of ammonia, urea and methanol.



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

Like most people, I wasn't always sure of the direction I was taking in my career or what position I wanted to hold years down the line. But what I have always fundamentally known is what kind of person I wanted to be. That never changed at any point in my life. My career and my journey to the position I am in today took many roads, many experiences and many turns. But knowing who I wanted to be and shaping those solid values and characteristics is, I believe, the reason that I am where I am today. It's also the reason that I do not give up on the things that are important to me. The health and safety of people is the most important practice and value any individual or company can covet. It's also not only about what you do inside the confines of your own business, but the permanent and positive impact you make for the people and the society in which you operate.

Why is safety a core value at your organization?

We are successful because safety isn't just a program – it's a way of life for us. As a forward-looking petrochemical and fertilizer company, GPIC recognizes that our commitment to safety is the foundation for building and maintaining trust and public confidence. It's part of being a good citizen, a good neighbor and a good partner. Safety drives our commitment to sustainable business and defines who we are and what we stand for. By instilling a culture that ensures the well-being and safety of our employees, we empower them to focus on the details and to do what's right the first time every time. This leads to improved performance and reliable, consistent and predictable delivery of our high-quality products.

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

Creating a safety culture requires continual communication and reinforcement at every level of the organization. Every communication we do, from our most important operations morning meetings to our daily supervisor meetings on the shop floor, starts with a message on safety – how we're doing, how important it is, and everyone's role in creating and maintaining a safer workplace.



Read the full Q&A at <http://sh-mag/2CMCY84>.

It is not just an agenda item that I push for, but one that every single employee completely and utterly believes in. Health and safety is not a strategy. It is not a business initiative. It is a moral code and a behavior that is only visible through the actions and deeds we initiate and the change in focus and attitude we create in others. I would go so far as to say that it really is an inherent part of our culture and DNA at GPIC, and stems from a values-based mindset that we seek out through our recruitment, development and retention strategy. Who we hire matters because our focus is not solely on the skills required to do the job – that is easy to teach. Our focus pivots on the values and principles the individual holds and brings into the ethical framework in which we strive and operate.

ACCOMPLISHMENTS

- Invited his company to go under the microscope for stringent audits such as RoSPA's QSA audit (Level 2 achieved) and the British Safety Council's five-star Audit, and drove the company to achieve ISO standards that include 31000, 22301, 9001-2000, 14001 and OHSAS 18001, integrating them all through PAS 99.
- Encourages safety beyond the workplace in homes and communities, training employees' family and children, hosting annual family evening and EHS night functions, and EHS week.
- 26 million hours with no lost-time injuries



TAMMIE JOHNSON

**PRESIDENT AND CEO
CJ DRILLING
DUNDEE, IL**

CJ Drilling is a 100 percent woman-owned and operated foundation drilling contractor serving the utility, transportation, railroad and general contracting industries. The company also provides heavy-hauling; rebar cage fabrication; crane hoisting; hydro-excavation; concrete pumping and finishing; and site access, cleanup and remediation. CJ Drilling employs 115 workers.



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

I set a goal to never miss out on a bid opportunity because of our past safety performance, and I can proudly say we never have. We have actually passed on some bidding opportunities because of safety concerns. More and more, we see our customers examine our past safety performance, safety programs and our regulatory compliance record before we even begin to estimate a job. This has become the “price of admission” to work for most of our customers. As the president/CEO, it is up to me to ensure we do not lower these standards. Not even for a minute.

Why is safety a core value at your organization?

Nothing is more important to our overall success than our employees going home safe each and every day. I owe it to our employees to provide the resources necessary to prevent injuries and incidents. This is a commitment that I take personally and I require throughout every level of employment within the company. By sharing this value across the organization,

safety does not become one person’s responsibility; rather, it is a shared responsibility across all levels of our company. This allows us to protect our employees, our customers and the public as we perform our work.

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

All humans are fallible. There’s just no getting around it and, sometimes, despite their best intentions, they may disregard a safe work procedure in an effort to get a job done. While we admire ingenuity and reward innovation, we have to remain vigilant in communicating that all changes in the procedure must be evaluated to ensure that safety is built in. We will never eliminate people in our workforce, so it is up to us to ensure every employee fully understands their role in delivering our product safely to our customers. Our customers demand it of us, and we owe it to our employees.



Read the full Q&A at <http://sh-mag/2CMCY84>.

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

The most important thing we can do as a company is to remain consistent with our safety message. Although we perform work all over the country, our safety message doesn’t change. We need to ensure our employees receive the same support for their safety on any project and working for any of our field leaders. To make sure we continuously send the same message, we have a weekly safety conference call to share the same safety message to all of our company leaders. This call is followed up with the minutes being made available to every employee. By sharing a consistent safety message and communicating our safe work expectations, we have seen a reduction in incidents in each of the past five years.

How does your organization measure safety?

We monitor and report out on several safety metrics. In no particular order, we look at incident by cost, incident type, root cause, the supervisor at the time of the incident, geographic location, weather, etc. Each of these metrics allows us to identify positive and negative trends so that we can provide the resources, be it worker oversight, training, equipment or a combination, where they are needed the most.

ACCOMPLISHMENTS

- An active participant in every near-miss and incident analysis to ensure meaningful corrective actions are implemented to prevent incident recurrence
- Personally leads the company’s Executive Safety Committee
- Committed to tracking proactive safety metrics



MICHAEL P. McMAHON

PRESIDENT
DAY & ZIMMERMANN ECM
PHILADELPHIA, PA

Day & Zimmermann is a leading provider of engineering, construction and maintenance services for the power, process and industrial markets. The company is the No. 1 maintenance services provider to the U.S. power market and maintains more than 50 percent of the U.S. nuclear power fleet. Day & Zimmermann employs 25,000 workers.



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

My personal mentor was Joe Ucciferro, the former president of Day & Zimmermann NPS and the former chairman of the Board of Directors for the National Safety Council. Joe used to say that safety is a value, not a goal. It's not something you do, it's in your heart and it's a part of you. I believe that, and I credit Joe with instilling in me the respect for safety that I have carried throughout my career. In my younger days, when I was working in the field, I thought, "Injuries happen, and I better be careful so that they don't happen to me." As I started to do accident investigations, I began to see that there are no injuries that we come across that we couldn't have avoided. And that is why we started to talk about the zero injury principle.

Why is safety a core value at your organization?

Safety begins at the top with strong core values that are fundamental to our owners, the Yoh family, who carry the zero injury safety focus across all the Day & Zimmermann companies. Safety is our No. 1 corporate value, and nothing

is more important. We care about safety because we care about our people. We are a people business. Our employees and our customers have come to associate Day & Zimmermann with safe delivery because of our constant vigilance and daily commitment to create a work environment that is without accident or injury.

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

The biggest obstacle to safety is getting everyone to buy into the concept that safety isn't something that is done to you or for you, but starts with each and every one of us. It is not about what the other workers are doing, it is about what I must do to protect myself within my own surroundings. We can avoid injuries if we each take personal responsibility for our own conduct, protect others and monitor our surroundings. We constantly work to keep safety top of mind by modeling safe behaviors and reinforcing our zero injury principles. When I tour the sites, I look for safe work practices. If and when I find the opposite, it is addressed immediately.



Read the full Q&A at <http://sh-mag/2CMCY84>.

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

If safety is something that you turn on at starting time and turn off at quitting time, you are going to hurt yourself and others. We continually preach and reinforce that safety is a 24-hour-a-day commitment. We must take our safe practices home with us and teach our children, grandchildren and loved ones how to be safe. Safe workplaces and behaviors are cultivated not just by what we tell our people. We must lead by example and show people how to be safe.

We teach children to pass the driver's test at 16 years old. But, in reality, our children learn how to drive by watching mom and dad for years from the back seat. If you drive defensively, wear your seat belt and obey the rules of the road, your children will model that behavior. Conversely, if you are speeding or consistently distracted when driving, your children will follow suit. If you don't respect teaching the next generation at home, you won't respect teaching your co-workers.

ACCOMPLISHMENTS

- Leads thousands of workers at field and office locations around the country by setting a strong personal example, challenging the status quo, and inspiring each to safeguard their own personal health and safety and the health and safety of co-workers.
- Led the development of a comprehensive safety program that enhances employee engagement and accountability for safe execution throughout the organization.



CHRIS PAPPAS

**PRESIDENT AND CEO
TRINSEO
BERWYN, PA**

Trinseo is a global materials company that develops and produces plastics, latex binders and synthetic rubber that drive the creation and manufacture of goods within multiple high-growth end-markets. The company has 2,200 employees.



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

Throughout my career, I’ve been blessed to work at companies that take safety seriously, but any good leader will tell you that safety doesn’t happen organically or arise solely from good intentions. For me, focusing the organization on safety is a relatively simple concept – it’s about establishing a culture where caring for your co-worker, for your community, and for yourself and your family are just a way of everyday thinking.

When Trinseo was carved out of Dow Chemical in 2010, we really didn’t have a company, just a collection of businesses and assets. We had to work hard to build a company and corporate culture – one with safety and sustainability always at the core of what we were trying to accomplish.

At all levels, we ask a lot of our people in terms of accountability and leadership, and in return we want everyone to feel that their health and safety will never be put at risk. Right from the very founding of Trinseo, we said, “If a job cannot be done safely, it should not be done,” and we empower every employee to stop work if they have a concern. We make sure

that safety is discussed at every leadership meeting, and we have a “vision of zero” for workplace injuries and environmental incidents.

Why is safety a core value at your organization?

I believe this commitment to safety is at the center of our success and our growth. It has helped us retain top talent and find the best workers across the globe.

When we were carved out of Dow Chemical, we made a conscious decision to maintain our strong heritage and history of engineering excellence, safety process discipline, and a relentless continuous-improvement mindset. And we decided to pair that with new traits as a young company, like an open and collaborative culture.

We treat safety performance as a line management responsibility, with each line manager being accountable for the safety results of their department. We expect all leaders to show a strong and visible commitment to safety. Safety also is a critical piece of career advancement for leaders in manufacturing. Simply put, if a production leader or operations leader has consistently poor safety performance in their plant, this can affect their promotions and career advancement in the future.

We’ve found that safe and healthy working environments foster greater productivity, but also strengthen our relationships in the communities where we operate and bring us closer together as an organization.

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

It’s built on the belief that safety doesn’t happen by itself, or even with good intentions and superior engineering. Safe workplaces arise from commitments by every employee to embed safe behaviors in everything they do, coupled with strong programs, operating discipline and highly trained people in our organization.

It starts with tone at the top. I begin each biweekly leadership meeting with a report on our EHS performance. So it’s front and center not just for leaders in manufacturing, but for leaders in every other department, too.



Read the full Q&A at <http://sh-mag/2CMCY84>.

ACCOMPLISHMENTS

- Corporate and staff meetings begin with EHS performance reports, including a review of any injuries.
- Developed the “Safety on Purpose” behavioral safety program, training over 200 “safety influencers” across 22 locations, and so far over 1,000 workers, including contractors.
- Runs and participates in mock corporate crisis drills with senior managers.



DAVID D. PETRATIS

**CHAIRMAN, PRESIDENT AND CEO
ALLEGION
CARMEL, IN**

Allegion is a global pioneer in safety and security, with leading brands such as CISA, Interflex, LCN, Schlage, SimonsVoss and Von Duprin. Focusing on security around the door and adjacent areas, Allegion produces a range of solutions for homes, businesses, schools and other institutions. The organization employs more than 9,500 workers.



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

Immediately after earning my college degree, I started my career as a first-line supervisor who was responsible for the lives of 70 employees. Because of exposure, their safety was a high priority for me every single day – and safety became a fundamental value for me as a result. The truth is, if people believe their basic needs (including safety) are met, there’s more teamwork and productivity – ultimately creating the best service for both internal and external customers.

I’ve also learned many lessons during my journey from first-line supervisor to CEO. One of the most impactful in the workplace is this: When you get people focused on safety and quality, there are fewer disagreements. When teams of people work with the same goals in mind, like safe working conditions and high-quality products, there’s a shared sense of responsibility that creates cohesiveness. Whether you’re a union official, supervisor, engaged or disengaged employee,

it’s pretty easy to agree that safety and quality are important goals to work toward.

Why is safety a core value at your organization?

Again, safety is a core value for me fundamentally – but it’s also one that Allegion’s people share. Specifically, our value of “Be Safe, Be Healthy” demonstrates that our executive team members and employees around the world believe safety and health go hand in hand. The healthier we are, the better we will be able to withstand and adapt to the rigors of the job and the rigors of the day. Recognizing this and having management that cares ultimately drives success for the business.

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

One of the biggest obstacles to safety is focus. It’s not always easy to focus on safety when you’re involved in the day-to-day operations. It’s not always top of mind to think about potential hazards, including rare ones that may only happen once every 25 years. In fact, it can be very time-consuming and daunting. But, if we don’t think about these things – if we don’t take the time to focus – we aren’t truly putting safety at the top of that agenda, are we? No one at Allegion or elsewhere comes to work thinking they are going to get hurt, making it extremely important to ensure that safety is an unconscious act applied in a conscious state. If we do this on a 24/7 basis, we all will be safer.



Read the full Q&A at <http://sh-m.ag/2CMCY84>.

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

First, as one of Allegion’s core values, we beat it like a drum – talking about it regularly, no matter the job at hand. That sets a cultural expectation that our team members will contribute to the safety of their work environments.

Second, we make health and safety a priority in our actions. If you look at our managements’ agendas, you’ll see safety habits like team meetings, inspections and trainings.

ACCOMPLISHMENTS

- Sparked creation of the Allegion Safety Initiative – a peer-to-peer safety program that teaches employees to incorporate safety into their everyday activities.
- Engaging employees through a Shark Tank-like program called Trailblazer in which employees can develop and pitch their innovative business ideas, talking with employees about how they are living the “Be Safe, Be Healthy” value, and writing personal thank-you cards to employees.



PETER A. WILSON

**PRESIDENT AND CEO
BARRIERE CONSTRUCTION CO. LLC
METAIRIE, LA**

As the top asphalt producer in the state of Louisiana, Barriere Construction's mission is to safely provide quality asphalt and concrete paving, industrial and heavy civil construction services and materials to customers in a rewarding work environment. Barriere Construction employs 475 workers.



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

After the unexpected death of my father 40 years ago, my mother, Betty Wilson, made the difficult decision to step up and run the company because my brothers and I were too young at the time. The culture of care for our employees she instilled in us all will always be her trademark at Barriere. Having spent my entire career working at Barriere, I have had the pleasure of staying closely connected to our workforce, which we feel is the best in the industry. When taking over the role as CEO in 2015, I was honored to carry on the legacy of my grandfather, father, mother and brother before me. Our employees are the lifeblood of our business, and it is my responsibility as CEO to ensure their safety and well-being.

Why is safety a core value at your organization?

As our primary core value states, "We put the safety of our employees and the public first." Simply put, safety is a core value at Barriere because taking care of our people is the right thing to do. We know we are nothing without our

employees. To this end, we strive to keep employees until they retire by helping them build careers in construction. We are proud to have several generations of families currently working for our company. To me, this indicates the level of security and opportunity we offer as an employer. We try hard to be a company where employees want to come work and our safety programs play a large part in this. On the other hand, our customers demand we work safely, especially in our private markets. When we excel in safety, we ultimately develop a competitive advantage, which can be a major differentiator from our competition. The fact that we, as a largely public works contractor, can take our low incident rate into the private/industrial market speaks volumes to our customers. Having every employee at Barriere be responsible for the safety of themselves and their co-workers quickly becomes mutually beneficial for employees and customers alike.

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

Our biggest obstacle is overcoming the perception that production is the driving force and that risks can be taken to meet the schedule or are in response to poor planning.

We decided to take a proactive approach to find where we could improve our safety message. Last year, our employees participated in an anonymous survey to gauge their beliefs, perceptions and opinions as they relate to Barriere's safety culture. Safety is the responsibility of every employee, and this survey was an opportunity for everyone's voice to be heard. The findings were used to help us identify and bridge gaps in our safety culture, and to improve and grow together as a unified company.

As a result, management took further action by conducting regularly scheduled Leadership Walks to focus on engaging with employees in the field and to encourage and recognize safe work practices. In addition, I make weekly field visits to discuss the importance of safety, health and financial wellness, and everyone's responsibility to stop any unsafe tasks or conditions.



Read the full Q&A at <http://sh-mag/2CMCY84>.

ACCOMPLISHMENTS

- Chairs the joint employee-management committee, reviewing safety incidents and safety alerts and determining safety recognition rewards, as well as completing one annual project to increase interdivisional investment in safety.
- Requires all supervisors to have core and specialized safety training, safety trainers to be certified instructors, and challenged supervisors to attain the Safety Certification for Transportation Project Professionals.