



2020

Safety+Health presents the 2020 CEOs Who "Get It" – nine leaders who demonstrate their personal commitment to worker safety and health.

CEOs WHO "GET IT"



CEOs WHO "GET IT" 2020





CHARLES A. BACON III

CEO
LIMBACH FACILITY SERVICES
PITTSBURGH

Founded in 1901, Limbach Facility Services is the seventh-largest mechanical systems solutions firm in the United States, providing building infrastructure services, with an expertise in the design, installation and maintenance of heating, ventilation and air conditioning and mechanical, electrical and plumbing systems. The firm employs more than 1,700 workers.

Describe your personal journey to becoming a CEO who "gets it."

I grew up in a blue-collar, construction-related family. Accidents were talked about, and I occasionally would hear about a fatality from my father, uncles and grandfathers – all of whom were part of the International Union of Operating Engineers Local Union 138 in Long Island, NY. After graduating from college with a construction management degree, I joined a small construction management firm in New York City. Shortly after joining, I witnessed the aftermath of a fatality and thought it was just part of the risks in the industry. Accidents happen.

Years later, I became CEO of that company, which had grown dramatically. During the years of moving up the ranks, I learned that a great safety program isn't looking at safety as a priority. A great program is embedded culturally. As CEO, I successfully drove the "We Care" culture throughout that firm, which, at the time, had 26 offices between North and South America and was generating \$3.4 billion in revenue.

Soon after joining Limbach as the CEO in 2004, I launched the "We Care" program. Our company just came out of the Enron bankruptcy, and morale was very low. "We Care" became a rallying message, and it helped save the company. Since then we have enjoyed a strong safety record. In 2017, I decided to rename our safety program "Hearts & Minds." Our training is based on winning people over. Winning over their hearts, about caring for each other, and minds, to apply the technical knowledge to stay out of harm's way.



Read the full Q&A
at sh-m.ag/2TdbYU2.

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

One thing we have learned throughout the years is that all employees want to do a good job, they want to make their supervisors and company proud, and they want to get the project done on time and on budget. Somewhere along the way, people believe that they can skip a step or two without too many repercussions and still get it done on time and on budget, or even sooner and cheaper, while making everyone happy. At the end of the day, that strategy does not work.

Take, for example, your commute to work. When you were first learning to drive, you were taught all the correct safety rules: Don't speed, wear seat belts, use your turn signals and stay off mobile devices. But along the way, you have skipped one or two of those rules, believing it would get you there "sooner or cheaper." Most of the time, skipping a few rules has resulted in no harm to yourself or others. But every day it costs someone severely. Sadly, just watching the news every night, you see an event that you know a safety rule was broken and it cost someone their life.

Our biggest obstacle is getting employees to follow the rules that we know save lives, following them every time and assisting those you know who skipped one of those minor steps. Ninety-nine percent of the time, our employees follow the rules. It is up to the whole team to remember that during the other 1% of the time, they need to step back on the safe path, reminding them that, at Limbach, we are not about "sooner and cheaper," but being safe and accurate. We can explain a delay for safety, but we can't explain a delay for an injury.

ACCOMPLISHMENTS

- Instrumental in the development of "Safety Week," a nationwide construction industry event.
- Actively participates in the company's Hearts & Minds Safety Forum, a safety, health and training program.
- Company meetings begin with a message of safety and well-being, highlighting safety challenges, areas of opportunity and key safety wins that have helped drive safe completion of work.



KIM BASSETT

**PRESIDENT AND CEO
BASSETT MECHANICAL
KAUKAUNA, WI**

Bassett Mechanical provides custom-built industrial refrigeration; heating, ventilation and air conditioning; plumbing; metal fabrication; and preventive maintenance service solutions to customers throughout the United States and the world. The company has more than 400 workers.

Describe your personal journey to becoming a CEO who "gets it."

As the third-generation owner of our family business, I grew up with many of our associates who are still with us today. I attended company picnics, spent Saturdays in the office with my dad, and worked with our associates during holiday breaks and summer vacations throughout high school and college. I knew everyone's spouse, children and families. When I came back to the company for a career after having been gone for a number of years, many of the same people were still here, just a little older. I was grateful to be able to work once again with our Bassett Mechanical family.

When I started my professional career with Bassett Mechanical, I worked in various roles over many years to learn about our business, the inherent risks and saw the business through the lens of our associates. From working in the shop to working alongside our field foremen, sales leaders and executives, I experienced firsthand the intricacies and uniqueness of our business, as well as the hurdles that must be overcome every day, from safety planning to

successful execution. Having observed a few near misses while in the field and shop, it opened my eyes and motivated me even more than ever to ensure every one of our associates kept safety top of mind 24/7.

When I became president and CEO, I incorporated Lean safety as the platform from which we would run and manage our business. Not only did this methodology support an efficient and value-added business model, it concentrated on safety and respect for people as keys to success. We practice the 6S's of Lean by adding "safety" as one of the pillars.

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

The strongest message we can send as a company is that each life is valued and important, and therefore we will not compromise when it comes to safety. Risking one's safety is nonnegotiable, even for the betterment of performance, outcomes or timelines.

When everyone feels empowered to make decisions to protect one's self, each other and our customers, right choices prevail. We feel responsible for each other's well-being. That is the message we aim to send every day to our associates.

Safety begins when a new hire starts. They not only are trained on safety best practices, but also on our company's values, which include safety as our No. 1 value. Our executive team leaders regularly visit our shop and field crews to discuss risks, to ensure accessibility to needed personal protective equipment and training, and to share the message that each person and their family is important to us.

Everyone across the organization is expected to participate in a daily stretch and flex at the start of each day. This helps to reduce the occurrence of strains and sprains and gives the collective group an opportunity to talk about the risks for work being done that day.



Read the full Q&A
at sh-m.ag/2TdbYU2.

ACCOMPLISHMENTS

- Invests in safety through state-of-the-art safety gear, safety trainings, Lean/Kaizen events and initiatives, and a behavior-based safety program.
- Serves as a core member of the behavioral observation review team, engaging associates to help problem-solve and prevent hazards.
- Crafts a monthly safety message for associates promoting safe behaviors and speaking up when they see something unsafe, including a personal open-door policy.
- Believes that meeting safety minimums are never enough and that continuous improvement is paramount.



NANCI FIELDS

CEO
GALLMAN PERSONNEL SERVICES INC.
COLUMBIA, SC

Gallman Personnel Services Inc. is a privately held temporary staffing and direct hire company. GPS employs more than 300 people in three states, including temporary and contract staff at various industrial and clerical client locations.

Why is safety a core value at your organization?

GPS correlates safety to long-term success because if we have clients who value properly training their personnel and our associates on best safety practices, with our diligence of reviewing risks associated with placing associates, the likelihood of a successful partnership is achievable. It also supports our daily mission of serving the communities in which we have a presence by having healthy and productive employees who go home in the same condition as when they arrived at work.

Describe your personal journey to becoming a CEO who "gets it."

I came to GPS as a very young adult with little to no work experience and no previous conceptions as to what a workplace should or should not be. Charlie Gallman, founder of GPS, took me on and showed me what it takes to be a good leader and how to truly care about and for everyone we touch through our service. He encouraged, challenged and supported my growth as a young career woman. It is these things he gave me that I strive to pay forward each day to those I serve. Yes, those I serve! To the individuals I serve,

I want to support, encourage, challenge and ensure their well-being. With that comes safety. Safety isn't just about not getting injured in the workplace. It is keeping individuals safe from harm, educated to identify unsafe conditions and knowledgeable about what to do if they are ever put in harm's way. Employees deserve a safe work environment – safe from hazardous conditions, threats, discrimination and malicious intent, as well as instruction on what to do if they find themselves in an unsafe environment. Simply put, keeping employees safe is the right thing to do.

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

There is no shortage of obstacles in the staffing industry. Our associates work at client locations across three states without our direct supervision. Before placing an associate, we provide general safety training and some client-specific training. This training tends to make our onboarding process long for new hires. However, we assure them that it is to ensure their safety because we care about them. Our safety specialist performs audits of our client locations prior to initial placement of an associate. These safety audits are repeated every six months to ensure our associates are trained and working in a safe environment. Some clients give pushback on the safety audits until they understand we are there to support and supplement their own safety programs.



Read the full Q&A
at sh-m.ag/2TdbYU2.

How does your organization measure safety?

For starters, we track and review quarterly the nature and types of incidents, as well as the lag time to report by the client. This allows us to identify potential issues among specific clients that can be addressed head on. This also provides leading indicators of new hazards, which we incorporate into our client safety audits. Having interactive discussions with our clients concerning their safety programs, as well as their leading and lagging indicators, has helped GPS understand the risks involved at various industrial environments. Just a few of the leading indicators we look for at client locations are job hazard analyses, safety meeting content, safety training content, safety committees and incident investigations with corrective actions.

ACCOMPLISHMENTS

- Encouraged the purchase of high-visibility T-shirts and cooling rags for all staff and associates, and each Friday of National Safety Month, she dons her hi-vis shirt.
- Promotes and supports the company's safety specialist to further her safety education.
- Supports turning down client business when it does not meet the company's standards for safety.



PAULA GOLD-WILLIAMS

**PRESIDENT AND CEO
CPS ENERGY
SAN ANTONIO**

CPS Energy is the nation's largest municipally owned electric and gas company. Leading with a people-first culture, CPS has been providing safe and secure, affordable, reliable, resilient, and environmentally responsible power to more than 1 million customers and nearly 2 million Texans since 1860. The company has nearly 3,200 employees.

Describe your personal journey to becoming a CEO who "gets it."

I am very proud to be a product of San Antonio! I was born here and am "powered" here. This is where my career journey started in accounting and where I gained experience in various industries. Through many challenging opportunities, I have focused increasingly on people. This is true because throughout my career, particularly at CPS Energy, I have learned that it is a true privilege to lead and to protect others from harm. I am a big believer in just saying "yes" and making sure that you say it a lot. Take all opportunities into consideration – don't just envision being successful. Think through where taking a risk could lead to failure and then think deeper about the important steps that can prevent problems, while simultaneously ensuring success.

Opportunities will come, but our motivations cannot be primarily about job titles and delusions of grandeur. More importantly, it is about the substance and value that you bring to your role. That is what begets opportunities to work and live, both securely and safely. We are an organization with lots of different professions. They include skilled/craft

workers, accountants, engineers, energy advisers and the list goes on. These days, all of us must operate within a landscape of ambiguity and gray, which can make people feel uncomfortable. Every day, I challenge my team members to be OK with ambiguity. They need to be able to respond to needed changes in their environment quickly and methodically. One of my relatives often says, "Change is inevitable; resistance to change is futile." So the more you can keep accepting reality shifts and use the new momentum to invigorate your creativity, the more you and your organization will benefit. I think this is an important reminder when it comes to safety, as our surroundings and day-to-day activities can change at any given moment.



Read the full Q&A
at sh-m.ag/2TdbyU2.

How does your organization measure safety?

Our "zero harm" culture means that every decision is made with safety at the forefront. Our expectation is that this concept is integrated into the work goals of every employee and contractor who works for CPS Energy. Metrics are created based on past performance, benchmarking and continuous improvement. We vow to not be satisfied until "zero harm" is achieved and maintained. Year after year, safety has been included on our Balanced Scorecard as an important corporate metric.

A few years back, the primary safety metric was the recordable injury rate. To ensure we were not inherently discouraging the reporting of accidents, last year we added and prioritized the OSHA severity rate above the RIR. The severity rate is a measure of the number of lost work days experienced per 100 workers to maintain a commitment to safety excellence.

As of July, we had exceeded our severity performance threshold; however, we already are leaning into new program enhancements that favorably change our safety landscape. Additional activities we are working toward to strengthen our "zero harm" goals include increased training and certifications for safety professionals and enhanced partnerships with internal customers.

ACCOMPLISHMENTS

- Elevated the senior director of safety to chief security, safety and gas solutions officer, signifying the importance of safety in operational decision-making.
- Integrates safety into the goals of every employee and contractor. Safety metrics were created to improve on past performance and drive continuous improvement.
- Oversaw development of the mission statement "Safety Rules to Live By," and instituted "Manager in the Field" day, during which leaders identify hazards and foster employee engagement.



JAMES D. HOFFMAN

PRESIDENT AND CEO
RELIANCE STEEL & ALUMINUM CO.
LOS ANGELES

Reliance Steel & Aluminum Co. is the largest metals service center company in North America, employing more than 15,000 workers. Through a network of more than 300 locations in 40 states and 13 countries, Reliance provides value-added metals processing services and distributes a full line of 100,000-plus metal products to more than 125,000 customers in a broad range of industries.

Why is safety a core value at your organization?

As a family of companies, it is our greatest obligation – and moral responsibility – to keep our entire family of more than 15,000 employees across 300-plus locations safe. Moreover, having a skilled and engaged workforce simply makes good business sense. While safety is everyone’s responsibility, our management team believes in and promotes this essential message every day.

Describe your personal journey to becoming a CEO who “gets it.”

Growing up in Pittsburgh, it was common for college students to work in the steel mills during summer breaks. My experience in the mills gave me firsthand knowledge of what an unsafe working environment might look like. As my career in the metals industry began and progressed from sales to operations, and ultimately to management, I always made it a point to walk the plant floor to observe working conditions and be actively involved in safety programs. It only takes seeing one person get hurt – and the

ripple effect the injury has on the injured colleague’s family and co-workers – to make safety truly personal. As COO and now CEO at Reliance, it has been – and continues to be – my personal priority to do all I can to support the success of our safety programs and ensure we move metal safely. I want all of us to take safety personally.

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

Like many organizations, complacency is a common culprit. People get good at doing their jobs and, after a number of years, can start taking simple but important safety precautions for granted. Reliance combats complacency with our SMART Safety program, which promotes peer-to-peer accountability and engagement. Our Corporate Safety Team holds regional symposiums and shares tools and innovative training approaches. We have an internal mentoring program in which companies can observe and learn best practices from one another. We also fight complacency by continually investing in cutting-edge equipment. Our employees are eager to learn about and operate the newest technologies and take great pride in the products they help produce.



Read the full Q&A
at sh-m.ag/2TdbYU2.

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

Our peer-to-peer SMART Safety program – entering its fourth year – is all about making safety real to each and every employee, whether on the warehouse floor, behind the wheel or in an office setting. Each year’s theme (Our Safest Year Yet; Be a SMART Hero; One Family, One Culture of SMART Safety; Make it Personal) is intended to appeal to an overarching ideal of safety. In the workplace, we encourage reporting and resolution of near misses. All of our employees have a voice in their own and one another’s safety. We recognize our “safety influencers” and our subsidiary companies’ accident-free records by featuring them on our companywide intranet.

ACCOMPLISHMENTS

- Includes safety data alongside financial results and other measurable goals at leadership meetings.
- Regularly makes phone calls to recognize employees when they perform safe acts.
- Focuses on identifying and replicating leading indicators to build up safety culture at each of Reliance’s 300-plus locations, through “Circles of Safety” – a companywide self-evaluation initiative.
- Encourages all employees to participate in the company’s wellness program.



SEAN D. KEOHANE

**PRESIDENT AND CEO
CABOT CORP.
BOSTON**

Cabot Corp. is a leading global specialty chemicals and performance materials company that has delivered innovative solutions to customers for more than 135 years. It is a leading provider of rubber and specialty carbons, activated carbon, inkjet colorants, masterbatches and conductive compounds, fumed silica, and aerogel. Cabot employs 4,500 workers.

Why is safety a core value at your organization?

As a leading global performance materials and specialty chemicals company, we understand the role that we play in leading and setting an example in our industry. Our employees are our most valuable asset, and it is our responsibility as an employer to provide a safe work environment and promote wellness across the workforce. This focus on health and safety has been deeply ingrained in our company throughout our history and serves as a central theme in our culture.

Our goal is for all employees to return home in the same condition as when they arrived at work. We also strive to help employees lead healthy lifestyles through a variety of initiatives and benefits. We believe that a strong safety culture contributes to the overall success of our business. It allows us to retain talent, remain operational and serve our customers as a reliable partner. We have come to recognize that excellence in safety translates into excellence in all operational areas of our company. As a result, we are diligent in measuring and monitoring our related performance.

We continue to pursue excellence in occupational health and safety to better protect our employees, contractors, neighbors and the environment.

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

I firmly believe that obstacles to a safe workplace can be attributed to one of the following: attitude, awareness and execution.

A key factor in keeping employees safe at our manufacturing facilities is our careful attention to process safety. Each of our facilities is required to develop and implement a safety program that upholds the SH&E policy and meets all applicable health and safety laws, as well as our company standards. This program provides oversight for all direct activities occurring in our facilities and within our operational control, including those that could impact employees, contractors and visitors.



Read the full Q&A
at sh-m.ag/2TdbyU2.

As part of our commitment to Responsible Care, we are focused on continuously improving the safety of our products and processes. We report our performance metrics annually and undergo external audits regularly to evaluate our program, identify gaps and undertake corrective actions as needed.

In addition to the Responsible Care audits, our sites routinely undergo robust internal SH&E audits, which evaluate procedures, practices and site conditions in accordance with SH&E regulations, internal company standards and industry-recognized best practices.

In the event of a process safety incident or high-potential near miss, a thorough incident evaluation is conducted to understand the root cause of the issue and assess how we may implement measures to avoid similar safety risks in the future.

We share the results of these evaluations globally, so all our sites can learn from the event and reduce similar risks.

ACCOMPLISHMENTS

- Actively participates in incident reviews and expects everyone to fully understand causes and take corrective actions that bear results, to drive Cabot to continue on the path of improvement.
- Works with regional and facility personnel to review incidents that result in lost workday injuries.
- Shares the direction in which he is taking the company for the business and SH&E, then encourages questions. Makes time and listens to front-line workers, takes time to reflect, and provides status feedback on the changes that are being made.



STUART MACVEAN

**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, national security, supporting the nuclear weapons stockpile, and nuclear materials management and storage. SRNS also operates the Savannah River National Laboratory, a multiprogram applied research and development laboratory for the Department of Energy. SRNS employs 6,800 workers.

Describe your personal journey to becoming a CEO who "gets it."

My greatest lesson about the value of a healthy safety culture came in the form of firsthand experience. Early in my leadership career, an employee at a previous work location was seriously injured under my supervision. The ripple effect of that injury was not only life-changing for the affected employee, but for the family, co-workers and the leadership team.

I knew in that moment that I would always remember that event and that my leadership style was forever changed. Safety is always my overriding priority, and I live that promise out every day.

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

Without a doubt, complacency is our greatest obstacle. An organization can have all the policies and procedures in the world, but keeping every person focused on the repetitive,

everyday tasks proves to be a daily battle with comfort and familiarity.

To address complacency, we employ a multipart approach to safety communication and engagement. Some examples of tools we use include a daily morning leadership conference call, leadership engagement through a monthly president's safety council, regular management field observations, empowered local safety improvement teams and a sitewide safety communications program that includes near-instantaneous communications tools at our fingertips.

Winning the battle against complacency always requires a full-court press.

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

I strive to instill in employees that safety off the job is as important as safety on the job. I believe that when people value safety as a way of life, it becomes a lens through which they see the world around them.



Read the full Q&A at sh-m.ag/2TdbYU2.

To help establish that vision for safety, I encourage employees to carry our safety culture and expectations into their homes and communities. It is important to me to recognize employees who have made a difference to the safety of others in the community.

Going a step further, we strive to share our culture with our community through communications products, education outreach and corporate partnerships.

My goal is to bring safety awareness to the community, then it is the way of life and of benefit to our employees, their families, neighbors and future generations of SRS employees.

ACCOMPLISHMENTS

- Engaged organization management through training and communication to strengthen injury case management, resulting in increased reporting of minor injuries, increased hazard recognition and resolution, and a reduction in more significant injuries.
- Enhanced mentoring programs to improve employee access to senior leadership, allowing senior leaders to communicate directly with small teams of employees at all levels of the company. This has increased employee understanding of safety culture and improved transparency between management and employees.
- Developed a recognition tool that highlights employee "good catches." Every month, organization divisions provide him with detailed accounts of employee "good catches" that have prevented injuries through employee action. The good catches are promoted across the company.



LT. GEN. TODD SEMONITE

54TH CHIEF OF ENGINEERS AND COMMANDER
U.S. ARMY CORPS OF ENGINEERS
WASHINGTON

The U.S. Army Corps of Engineers is a world-class engineering organization. Nearly 36,000 civilians and 750 uniformed personnel engineer solutions to the nation's toughest challenges.

Describe your personal journey to becoming a leader who "gets it."

For my four years at West Point, as well as more than 40 years in the Army, I have strived to be out on the ground and be the person in my command with the "muddiest boots." I learned early on that the valuable time spent with the workforce provided a truer context and an improved perspective of the mission. I also learned firsthand and am a big believer in the adage, "An organization does best those things the boss checks."

As the commander of the world's largest public engineering firm, I know the value of setting a vision, and championing and implementing that vision through both the horizontal and vertical depth of the team. I also understand that a great safety program and a positive safety culture enables the organization to accomplish the tough missions safer. Policy, vision and resources are important to set a world-class safety program. Not having enough money nor time, while challenging, are not the biggest obstacles, but growing and enforcing a safety culture is.

I spend most of my time engaging the workforce down on the ground – talking to our teammates and first-line supervisors to identify weaknesses or strengths in our

safety program – and getting buy-in to a world-class safety culture. As a military professional, I rely on a uniformed service that is disciplined and committed to a set of long-standing values. I tell my soldiers and civilians that discipline is "Doing the right thing, even when no one is looking." Safety discipline and culture are the same way.

We in the Corps have employees and contractors executing a safety plan *not* because of fear of getting caught for noncompliance, but because they inherently understand the value of a safe workforce and workplace. Our leaders are responsible to set the conditions for a vibrant safety culture to thrive – develop the vision, resource the plan, reward good behavior and inspire their team every day to be world class. And most importantly, limit the PowerPoint briefings and presentations, get out of the office, and be a visible example of what a safety-focused leader should look and sound like. Our employees are empowered commensurate with their responsibilities, and all of us together are making a real difference for the Army and the nation!



Read the full Q&A
at sh-m.ag/2TdbYU2.

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

First and foremost, I lead by example. I walk the walk! One's video must match their audio. People don't always hear what you say, but they most certainly always see what you do.

We also use some of the proven methods of communicating safety such as quarterly command and employee safety councils, verbal/written communication, new employee orientation, position hazard analysis, activity hazard analysis, and weekly and monthly safety meetings.

We ensure our employees know and understand the hazards and risks associated with their jobs, tasks and activities, and are properly trained on their mission requirements. The CE-SOHMS has had the biggest impact by engaging the entire workforce and keeping safety at the forefront of all our operations.

ACCOMPLISHMENTS

- Believes safety is not a priority, but an imperative, and must be integrated throughout all business lines in the organization.
- Directed the implementation of safety and occupational health management systems across the enterprise.
- Insists all incidents be reported and investigated in all categories (military, civilian, contractor, volunteers and public on Corps lands).
- Conducts a quarterly in-person executive governance meeting with his commanders and senior leaders.



MICHAEL K. VANOVER

PRESIDENT AND CEO
CLEAN FUELS NATIONAL
KEYSTONE, IN

Clean Fuels National, with its 85 employees, is the largest fuel tank cleaning company in the nation.

Why is safety a core value at your organization?

This is our family. We want everyone to go home at the end of their job duties healthy and safe. Fines and penalties are not even a concern. Human life matters above all.

Describe your personal journey to becoming a CEO who "gets it."

My personal core values and principles are what brought me to where I am. My experiences and lessons are varied and expansive. It is impossible for me to point out any singular experience or lesson.



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

We have the same obstacles as everyone else: human cooperation. It's difficult to get everyone to participate at the level we, as management, feel necessary. We overcome this through training and incentives.

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

We do our best to empower our people and show them they matter. We tell them their families matter and their safety matters. We constantly remind them of our procedures and dedicate safety-minded individuals to verify our safety procedures are followed.

How does your organization measure safety?

Noticeable reduction in near misses and injury. Employees actively taking ownership of the safety program.

What are the leading indicators that show you how safe your organization is, and where can you improve?

Positive safety audits. No near misses or injuries. Third-party safety audits by customers at our request. I always feel there is room for improvement because nothing is perfect. We will continue to stay diligent and willing to evolve.

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

Poor driving records outside of our company will exclude you from driving. Take good care of your health. Reminders to apply good sense of safety practices at home.

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

We never ask anyone to come to work injured or unhealthy. We pay people while they are injured or sick up until they come back to work. We also pay a large portion of our employees' health insurance policies.

ACCOMPLISHMENTS

- Noticed that a safety program was needed within his small business and immediately instituted it. Implemented the suggestions of the safety program to standard operating procedures, risks assessments and safety management plan.
- Motivates others to be safe and cares about employees as though they are family.
- Personally involved in any safety issue that is not taken care of with haste.
- Checks on the safety program weekly for updates and inquires about issues or roadblocks that have presented themselves.