



charter >

THE CEO HEALTH & SAFETY LEADERSHIP CHARTER NEWSLETTER

Volume 5, Issue 1, January 2009

a culture of distributed responsibility >

BY MICHAEL ANGEMEER, PRESIDENT AND CEO, VERIDIAN



With all the turmoil associated with the current economic downturn, a keen focus on health and safety promotes a positive attitude within a company.

From our point of view, health and safety forms the foundation of a successful company. Everything else revolves around a culture in which health and safety is paramount. We have been able to put in place a very progressive health and safety program, and that's led to a culture that we can build upon for better results, efficiency, and productivity. We've also just been named one of the top 75 employers in the Greater Toronto area and this has complemented our strategy of making Veridian a great place to work.

We believe in a culture of distributed responsibility for health and safety. It is not just the responsibility of the health and safety manager or any one person alone. Ultimately, everybody is responsible for everybody else's safety. As a CEO, you try to walk the talk, reinforce it wherever you go, and involve people in a number of different ways. The key here is that there is not just one thing you need to do. There are a number of different channels and venues, and you must take advantage of as many opportunities to influence and encourage as you can.

It is clear that I have a big responsibility to my staff to create an environment that helps them work safely. That's really why I have done what I've done. I know it is important not only for the company but also for the employees. It's great to have a lost-time injury-free record of over seven years and a successful company but, ultimately, it's all about our employees returning home at the end of the day to be with their families. <

CONTENTS

- > **A CULTURE OF DISTRIBUTED RESPONSIBILITY >** 1
By Michael Angemeer
Veridian
- > **FROM THE BOARD: RENEWING OUR COMMITMENTS >** 2
By Trefor Munn-Venn
The Conference Board of Canada
- > **WHAT IT MEANS TO LEAD >** 3
By Bjorn Rutten
The Conference Board of Canada
- > **IN THE SPOTLIGHT: K-LINE MAINTENANCE & CONSTRUCTION LTD.: COMMITTING TO ACTION, TAKING INITIATIVE >** 4
By Bjorn Rutten
The Conference Board of Canada
- > **LEADERSHIP SUMMIT 2009: IMAGINE • INNOVATE • INSPIRE >** 7
By Erika Presley
The Conference Board of Canada
- > **ACTING ON OUR ACCOUNTABILITIES: UNDERSTANDING CLEARLY, LEADING WITH FOCUS >** 9
By Trefor Munn-Venn
The Conference Board of Canada

from the board >

renewing our commitments

BY TREFOR MUNN-VENN, DIRECTOR, NATIONAL SECURITY AND PUBLIC SAFETY (munnn-vennn@conferenceboard.ca)



Many of us begin a new year by reaffirming our commitments. This is true in both our personal and our business lives. Our commitments to health and safety often tend to bridge our personal and business roles. They also bridge our lives with those of our colleagues, suppliers, customers, and communities.

At The Conference Board of Canada, we are committed to helping CEOs, presidents, and other senior executives deliver on their health and safety objectives. Each of you set the direction, focus, and tone in your organization. Your actions and comments help others understand what health and safety means, what they should do about it, and why it is important.

Your views on health and safety may differ, as well as your actions and your motivations, but you share common goals. As such, there is a tremendous opportunity for each of you to connect and work with other leaders—to share your views, describe your approaches, and outline the differences your direction has made in your organization.

To help you do this, the Conference Board has organized a number of important events for the year ahead.

Your views on health and safety may differ, as well as your actions and your motivations, but you share common goals.

> The first event will be on February 4th and 5th in Calgary, Alberta. This will be our inaugural *National Leaders' Forum* where CEOs, presidents, and other senior executives will gather to demonstrate their commitment to health and safety and, as importantly, to identify ways to better deliver the goals they have set for themselves. This year, the focus of the *National Leaders' Forum* is on your health and safety accountabilities—what they are and what you can do to ensure you are addressing them appropriately. It will also include the opportunity to join Rob Ellis of Our Youth at Work and to connect with students at a number of local schools.

> On April 21st in Toronto, Ontario, we will be working in partnership with the Industrial Accident Prevention Association to deliver the 4th Annual Leadership Summit, *DNA of a Winning Culture—Imagine, Innovate, Inspire*. This one-day program will equip you to continue shaping your organization's culture and to attract and retain top talent. The keynote speaker will be Tim Sanders who will focus on what companies and individuals can do to make both a profit and a difference.

In addition to these important events, the Conference Board has been working to deliver a number of highly focused reports designed to help you as you deliver against the commitments of the Charter.

In the last several months, we have shared with you two Executive Briefings. The first briefing, *Workforce Renewal: New Opportunities to Transform Health and Safety Culture*, was sponsored by Hydro One and focused on preparing for the coming "retirement tsunami" and the effects it will have on corporate health and safety. It emphasized the importance of adapting to the increasingly diverse work styles, behaviours, and expectations of employees who will represent a number of different generational groups.

The second Executive Briefing, *From Commitment to Action: How CEOs can Transform Health and Safety*, provided a number of specific recommendations to transform an organization's health and safety practices. These recommendations were built on the actions and experiences of senior leaders and were shared at last year's Leadership Summit. Both briefings are available from www.ceosafety.org.

Finally, we recognize how important it is for you to hear the perspectives and insights of your peers. At the upcoming *National Leaders' Forum*, we will be releasing our latest research report, *In Their Own Words*, which shares the perspectives, practices, and lessons of 11 Canadian CEOs. As you renew your commitments for the year ahead, you can draw on their ideas and decisions for inspiration and pragmatic roadmaps for change. <

what it means to lead >

BY BJORN RUTTEN, SENIOR RESEARCH ASSOCIATE, NATIONAL SECURITY AND PUBLIC SAFETY (rutten@conferenceboard.ca)



Most leaders recognize that it takes effective leadership from the top if an organization is to be successful in its transformation of health and safety. But what effective leadership looks like, and which particular view of health and safety drives that leadership, is often less clear.

In order to provide first-hand insight into these issues, the Conference Board (under the aegis of the CEO Health & Safety Roundtable) interviewed 11 CEOs and presidents of various organizations that have succeeded in building an outstanding health and safety record or have made consistent progress in improving their record.

What these individuals have in common is a very broad concept of health and safety and its impact on the organization as a whole. The most immediate effects of a successful health and safety program are, of course, the improvement of an organization's lost-time injury rate, lower insurance premiums and NEER (New Experimental Experience Rating) surcharges, and the avoidance of efficiency loss that is related to assigned duty work. The interviewees, however, not only see the direct impact on financials related to injury costs, but they also see health and safety as an enabler of other business processes. Health and safety, they believe, is an integral part of a positive work environment and a high-performing organization. In terms of their own role, the interviewees recognize that the tone at the top is an essential element, and that they need to encourage their organization to be proactive rather than reactive. The interviewed leaders believe that it is not enough to review injury and illness statistics every month and react to the numbers. Instead, an organization needs to identify proactively its risk environment and educate its staff accordingly. Above all, the interviewees see it as their personal responsibility to build the commitment of the executive team (and ultimately all staff), encourage and support the team's engagement, and demand its accountability. In the interviewed leaders' experience, this requires their action on four main fronts:

- > continuously and consistently communicating with permanent and part-time staff and anyone else who comes into contact with the organization;
- > creating a positive atmosphere around health and safety by being open and responsive to staff observations, and by celebrating successes;
- > learning about, and being able to speak on the subject of specific indicators and incidents; and
- > making health and safety a key performance objective of everyone in the organization—from CEO to front-line staff.

The full interviews will be published in the form of a compendium and released at the **National Leaders Forum on Health and Safety** in Calgary on February 5, 2009. For further details on the National Leaders Forum and the compendium, please visit [<](http://www.ceosafety.org)

welcome to our newest ceo health & safety leadership charter signatories

AbitibiBowater Inc.
Beothic Fish Processors Ltd.
City of Mount Pearl
Dawn Food Products (Canada) Ltd.
Eastern Residential Support Board
Emerald Sod Producers Inc.
Fortis Properties Corp.
G.J. Cahill & Company Ltd.
H.J. O'Connell Ltd.
Hickman Motors Ltd.
Humber Valley Paving Ltd.
Iron Ore Company of Canada
Kiewit Offshore Services
Laval High School
Maple Leaf Foods
New Flyer Industries Canada
Newfoundland and Labrador
Construction Safety Association
Newfoundland and Labrador
Liquor Corp.
Newfoundland and Labrador
Nurses' Union
Pennecon Ltd.
St. Anthony Basin Resources Inc.
Smith Snack Services Ltd.
Town of Conception Bay South
Trimac Transportation Services Inc.
Weston Foods (Canada) Inc.

in the spotlight>

k-line maintenance & construction ltd.: committing to action, taking initiative

BY BJORN RUTTEN, SENIOR RESEARCH ASSOCIATE, NATIONAL SECURITY AND PUBLIC SAFETY (rutten@conferenceboard.ca)



Leaders across the country are not only taking action in their own organizations and communities, but they are also reaching out to their peers, customers, business partners, service providers, contractors, and others to promote the CEO Health & Safety Leadership Charter and to augment its impact.

When Jim Kellett, Senior Vice-President, K-Line Maintenance & Construction Ltd., became aware of the health and safety challenges faced by his clients and business partners in Western Canada, he was convinced that the Charter could make a major difference toward overcoming these challenges and improving the health and safety record of these organizations.

“It looks a bit like the tail’s wagging the dog here, but what’s important is that we all raise our game as it relates to health and safety.”

Jim decided to introduce these organizations to the benefits that the Charter brought to his company, and to motivate as many of their CEOs and health and safety representatives as possible to attend the National Leaders Forum to be held in Calgary on February 5, 2009. His hope is that his clients and business partners will join the growing community of Charter signatories that have dedicated themselves to improving health and safety in their organizations and their communities. Jim says that signing the Charter is an expression of the personal commitment of CEOs and presidents. It encourages them to learn from each other and provide the high-level leadership that is required to reach excellence in health and safety.

Jim uses regular business meetings with his peers to talk casually about the health and safety challenges that he observes and to explain how joining the Charter (and the CEO Health & Safety Roundtable) has helped him address similar challenges in his own organization.

The main benefit of joining the Charter, he says, is being part of a diverse group of CEOs and presidents who are genuinely committed to health and safety and who share openly and generously what they know and what has worked for them. “To realize that I am not alone and that I don’t have to reinvent the wheel was extremely valuable to me,” Jim says. He even capitalized on a meeting with the Deputy-Premier of Saskatchewan, the Honourable Ken Krawetz, to discuss the Charter. Saskatchewan has experienced significant migration into other industries of agricultural workers unfamiliar with industrial health and safety challenges and practices. Jim explained how joining the Charter could help ease the integration of these workers in Saskatchewan’s non-agricultural organizations. In a time when large companies are increasingly starting to include specific health and safety conditions in their requests for proposals—which contractors and service providers have to meet if they want to be successful in the bidding process—Jim effectively reversed this process by approaching his clients and inviting them to join the Charter to comprehensively improve health and safety on both sides of the relationship. For example, he approached one of the pipeline operators in Alberta, and while this company has a solid health and safety program in place, he feels that they could do more by signing the Charter and confirming the commitment at the top of the organization. “It looks a bit like the tail’s wagging the dog here, but what’s important is that we all raise our game as it relates to health and safety.” <

CEO led.
CEO driven.

ceo health
& safety
leadership
charter
website

www.ceosafety.org
is a one-stop resource for senior leaders:

We want to hear from you! Your guidance and feedback help us create resources that provide you with value.

Contact us

The Conference Board of Canada, National Security & Public Safety
security-safety@conferenceboard.ca

- > strategic insights
- > news
- > success stories
- > best practices
- > events
- > research

The screenshot shows the website's header with the logo and navigation menu. The main content area features a 'Welcome' message, a video player for a message from Duncan Hawthorne, and a section for the 'Leadership Summit 2008 Executive Briefing'. The text describes the initiative's launch in 2005 and its goal of improving health and safety performance through a coalition of business leaders.

Visit
www.ceosafety.org.

DNA of a Winning Culture

✓ **Mark Your Calendar!**

Tuesday April 21, 2009

Imperial Room • Fairmont Royal York
100 Front Street West, Toronto

LEADERSHIP SUMMIT 2009

IMAGINE • INNOVATE • INSPIRE

Learn how to transform your workplace culture enabling you to attract and retain your greatest asset – human capital. Join the new way of doing business.



Opening Keynote Speaker

TIM SANDERS, *Former Yahoo! Leadership Coach*

Saving The World at Work: What companies and individuals can do to move from making a profit to making a difference.

Other Keynotes Include

Quantifying and Strategizing Culture

Joseph P. Ricciuti,

Director, Client Solutions, Canada Group and Healthcare Practice, Watson Wyatt Worldwide

Investing In Our Culture

Edgardo Pérez, *CEO & President, Homewood Corporation, Homewood Health Centre Inc.*

4 Generations In The Workforce: How Do You Take Advantage Of This?

Adwoa K. Buahene,

Co-founder / Managing Partner n gen – People Performance Inc®

To register, or for more information visit: www.iapa.ca

Presenting Sponsor:



Collaborating Sponsor:

The Conference Board of Canada
Insights You Can Count On



IAPA

It's About Making A Difference.

leadership summit 2009 >

imagine • innovate • inspire

BY ERIKA PRESLEY, NETWORK OFFICER, NATIONAL SECURITY & PUBLIC SAFETY



Every year, since the inauguration of the CEO Health & Safety Leadership Charter in 2005, the Industrial Accident Prevention Association (IAPA) has organized the Leadership Summit for senior business leaders to come together to learn best practices and to inspire new ideas. This year, the 4th annual Leadership Summit will focus on creating and sustaining a strong, dynamic organizational culture and discuss why it is necessary in today's business world and in the future.

Health, safety, and environment initiatives have traditionally stood alone outside the traditional functions of business, but they are crucial pieces of an organization's culture. Key areas for Leadership Summit 2009 are understanding what role culture plays in achieving business objectives and finding a way to evolve the concept of a healthy workplace from a health, safety, and environment initiative to a critical enabler of an organization's overall business objectives.

Speakers at this year's Summit include Tim Sanders, former Yahoo! leadership coach and author of three books. His most recent work, *Saving the World at Work*, outlines the Responsibility Revolution, which is changing the business world.

Google, identified multiple times as No. 1 in *Fortune Magazine's* "100 Best Companies to Work For" is arguably the world leader in building a winning corporate culture. Google has taken "healthy workplace" to a level that few organizations have ever gone. How did Google do it and why?

Joe Ricciuti of Watson Wyatt will focus on an integrated approach to tracking, measuring, and addressing key determinants of workforce and organizational health.

Key areas for Leadership Summit 2009 are understanding what role culture plays in achieving business objectives and finding a way to evolve the concept of a healthy workplace from a health, safety, and environment initiative to a critical enabler of an organization's overall business objectives.

Edgardo Perez of Homewood Health Centre will discuss why and how he took his organization through an integrated approach; what the short-term results have been; and what the anticipated long-term results will be.

Adwoa Buahene of n-gen People Performance Inc.® will offer insight into the four generations in the workplace—Traditionalists, Baby Boomers, Gen Xers, and Gen Ys—and ways to motivate these very different generations to do more with less.

For more information, or to register, visit

www.iapa.ca/Main/Micro/conference_2009/leadership.asp <

leaders in action

national leaders' forum on health & safety



February 4-5, 2009 | Calgary, Alberta

The Conference Board of Canada and **Our Youth At Work** invite you to join us for an impactful **CEO Health & Safety Leadership Charter** executive event:

Objective | To identify actions that CEOs and senior leaders can take to deliver on their health and safety accountabilities.

Participation in the Forum's discussions, site visits, and workshop will enable you and your organization to:

- > develop tangible actions to improve your competitive advantage;
- > network with like-minded senior executives and thought leaders;
- > inspire and interact with the young workers who are your future employees; and
- > elevate your community presence through the media.

Our keynote presenters are Rob Ellis, President, Our Youth At Work, Don MacKinnon, President, Power Workers' Union and Duncan Hawthorne, President and CEO, Bruce Power. The Conference Board will also launch a compendium of interviews with successful CEOs who discuss health and safety in their own words.

The event is designed with senior leaders in mind. In order to enhance your networking opportunities, we encourage you to extend this invitation to colleagues from your own organization or from other organizations.



acting on our accountabilities>

understanding clearly, leading with focus

BY TREFOR MUNN-VENN, DIRECTOR, NATIONAL SECURITY AND PUBLIC SAFETY (munnn-venn@conferenceboard.ca)



Each of us carries our own accountabilities based on the roles we play in our community and our organization. Delivering in a meaningful way against these accountabilities requires a nuanced understanding of what we are accountable for, whom we are accountable to, and the actions we need to take. This is as true for health and safety, as it is for revenue, profit, growth, or quality.

To help CEOs and other senior leaders deliver effectively against their accountabilities, the Conference Board is launching the *National Leaders' Forum* in Calgary on February 4th and 5th. This will be a two-part event. The first day will focus on the importance of taking these accountabilities seriously. You will join other senior leaders and Rob Ellis from Our Youth at Work to meet with students in local schools. Rob will share his experience of the tragic workplace death of his son David and together you will demonstrate your commitment to these students to ensure they have the environment, knowledge, and power to work safely.

On the following day, CEOs will hear perspectives on the range of accountabilities they have and what they need to keep in mind when delivering against them.

- > Martin Shain, Founder and Principal of Neighbour at Work Centre will discuss the importance and legal accountabilities of providing a psychologically safe workplace for employees. Dr. Shain has recently completed a review of workplace stress-related legislation, regulations, and case law in Canada and elsewhere on behalf of the Mental Health Commission of Canada.
- > Jerry Byrne, CEO of DFB Group (a global provider of marine, industrial, and oilfield products and services solutions) will focus on the accountability to achieve business objectives, as well as health and safety objectives.
- > Don MacKinnon, President of the Power Workers Union will share his thoughts on the issue of health and safety accountability from the perspective of organized labour.

Participants will also work in facilitated discussion groups to identify tangible actions they can take to improve their ability to deliver against their various accountabilities and improve the health and safety practices and performance of their organization.

Duncan Hawthorne, President and CEO of Bruce Power, will also speak to the participants of the Leadership Forum and share his thoughts about the importance of the CEO Health & Safety Leadership Charter, the difference it is making in organizations and communities, and the value of executive-level engagement and leadership in health and safety.

The Conference Board of Canada will produce an Executive Briefing of the key messages and suggested actions that emerge from the Leadership Forum. The briefing will be available

ceosafety.org. <

upcoming events

NATIONAL LEADERS' FORUM ON HEALTH AND SAFETY>

February 4-5, 2009 | Calgary, Alberta

Join senior executives from across the country for a two-day event. Discuss accountability in many forms as it relates to health and safety—including legal, business performance, and the union perspective. Rob Ellis, President, Our Youth At Work, and Duncan Hawthorne, CEO, Bruce Power, are two of the featured speakers. Highlights include two community events at local high schools; a panel discussion, followed by a hands-on workshop; networking dinner; and a signing ceremony for new Charter Signatories.

LEADERSHIP SUMMIT 2009 >

April 21, 2009 | Toronto, Ontario

This one-day program hosted by IAPA will motivate and help you to transform your workplace culture and enable you to attract and retain your greatest asset—your employees. Tim Sanders, former Yahoo! leadership coach, and author is the featured keynote presenter. Other presenting organizations include Google, Watson Wyatt, Homewood, and n-gen People Performance Inc.®. A networking reception and signing ceremony for new Charter

Charter> is a newsletter published by its members. For more information or to submit an article for an upcoming issue please contact **Charter>** editor **Erika Presley** by e-mail: info@ceosafety.org. For general inquiries or other **CEO Health & Safety Leadership Charter** information, please contact **Trefor Munn-Venn**, Associate Director, National Security and Public Safety by telephone at **613-526-3280 ext. 241**, or by email: munnn-venn@conferenceboard.ca.

