

Safety – Is it Reasonable to be Unreasonable?



Gerdau Jackson TN Mill



IRD Conference Nashville, TN
October 2015



Agenda

- Gerdau Values & Integrated Policy
- Gerdau Jackson TN Mill Overview
- Is It Reasonable To Be Unreasonable
- Closing Comments



Gerdau VALUES

- Be the CUSTOMER'S choice
- SAFETY above all
- Respected, engaged and fulfilled EMPLOYEES
- Pursuing EXCELLENCE with SIMPLICITY
- INTEGRITY with all stakeholders
- Focus on RESULTS
- Economic, social and environmental SUSTAINABILITY
- What is a value?
- **Value = A belief that does not change no matter the situation or circumstances.**



Integrated Policy

Health and Safety, Environment and Quality

For Gerdau, people and their integrity is a value above all other company objectives and priorities. No emergency situations, production or financial performance can compromise our people's health and safety, the environment, or the quality of our products and services.

Gerdau, as a provider of steel products and services, strives to satisfy shareholders, customers, employees, suppliers and communities through the continuous improvement of products and services, processes and management systems. Gerdau is committed to quality, employees' health and safety risk control, management of environmental aspects, and prevention of environmental impacts. Its actions are always guided by and intended to fulfill objectives and goals of the company while consistently meeting the applicable regulations and commitments, necessary to achieve sustainable development (environmental, social and economical).

Principles:

- The leadership is primarily responsible for the safety of all individuals who work under his/her management, promoting all needed efforts to preserve people's health and safety, sustainable development, and the productivity and efficiency of the processes.
- Each employee is responsible for his/her health and safety, as well as of his/her colleagues, of the environment and of the quality of products and services. Employees must perform their job according to the company established procedures, instructions, standards and rules.
- Gerdau and its employees are committed to seek continuous improvement related to people's health and safety, environment, process efficiency and customer's satisfaction with the quality of products and services. All efforts must be directed for preventive actions, by seeking and sharing best practices and utilizing the learning in an effective way in the entire Organization.

Abner Fajardo
Abner B. Fajardo, Chief Executive Officer
Chief Executive Officer



GC10-01-PO-EMA, 11/04/16/2013

Leadership Is
Responsible

Each Employee is
Responsible

Continuously Improve



Agenda

- Gerdau Values & Integrated Policy
- **Gerdau Jackson TN Mill Overview**
- Is It Reasonable To Be Unreasonable
- Closing Comments

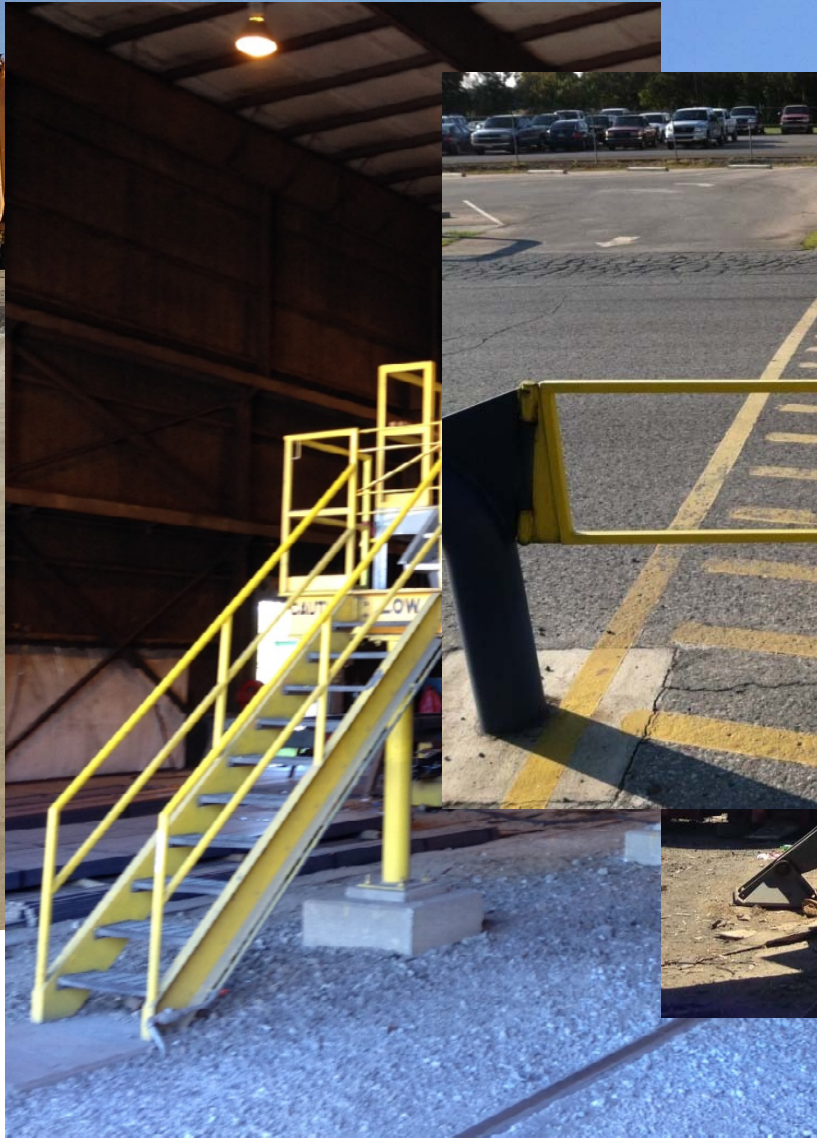




Agenda

- Gerdau Values & Integrated Policy
- Gerdau Jackson TN Mill Overview
- **Is It Reasonable To Be Unreasonable**
- Closing Comments





We considered bragging about some recent safety recognition

- TN Labor Commissioner's Safety Award 2015
- Gerdau 2 year no LTA Safety Award 2015
- SMA 1 year no LTA Safety Award 2013, 2014
- Gerdau 1 year no LTA Safety Award 2012, 2014



What Are The Most Basic “X” Factors In Safety Performance?



Leadership & People

- We decided instead to focus on Leadership & People because you can have the best engineering controls, have all the best PPE, have thorough policies / procedures, etc., BUT none of it matters if you do not have the PEOPLE ENGAGED.
- How do you engage people? LEAD, LISTEN, COACH, CORRECT
- We can spend all of the money and time that we can imagine to improve safety, but it all comes down to the individual decisions / actions (or lack thereof) of people.
 - Anybody ever bought a really expensive safety fix just to see it go unused because people don't believe in it?
 - “You either can or you cannot, there is no try” Yoda
 - “If you think you can or think you cannot, you are right” Mark Twain



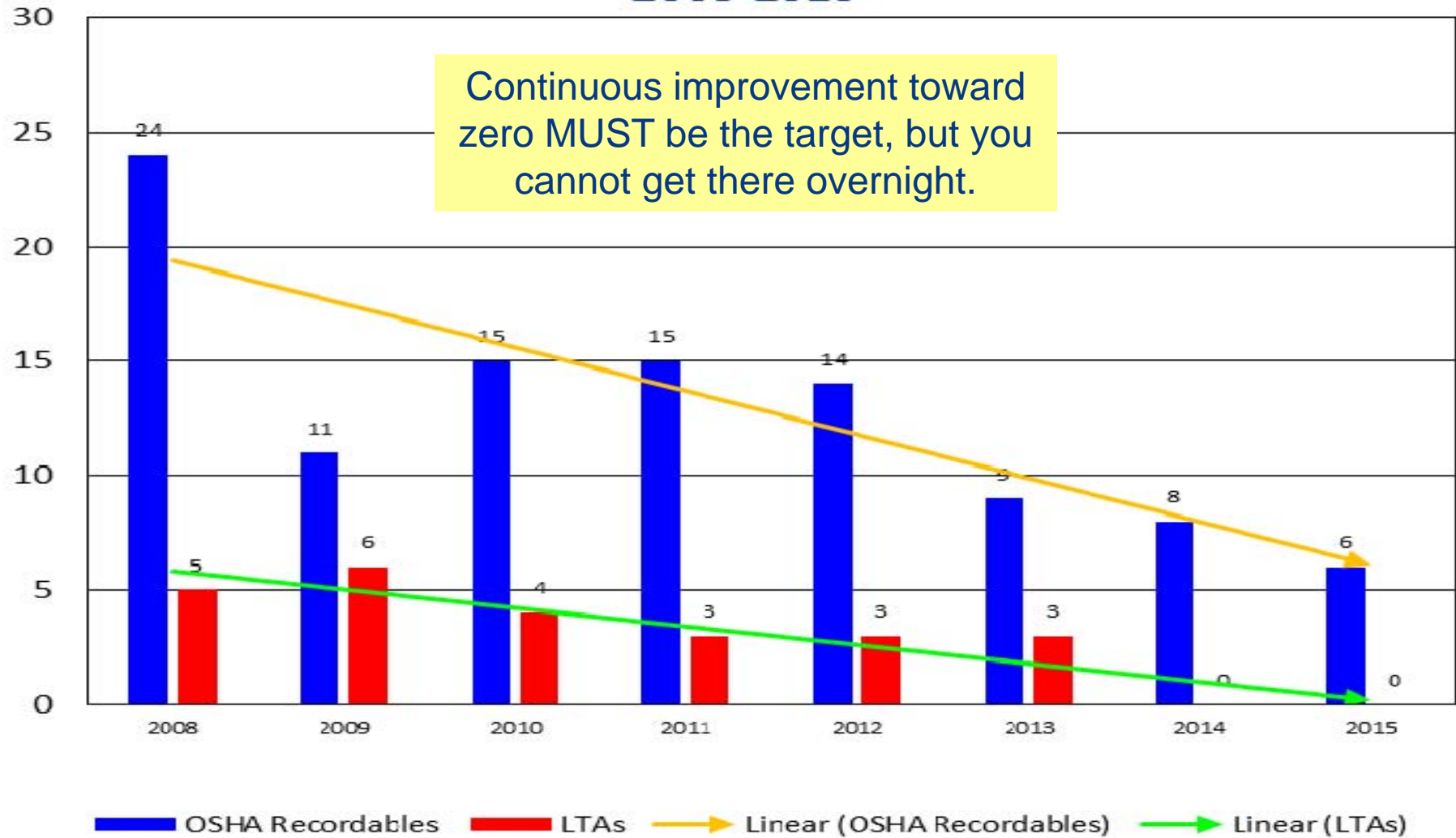
Safety Performance Trend



Jackson TN Mill

OSHA Recordable & LTA Events

2008-2015



2+ Years Without A Site LTA



**So We Should Feel Pretty Good
That We Have This Safety
Thing Down, Right?**

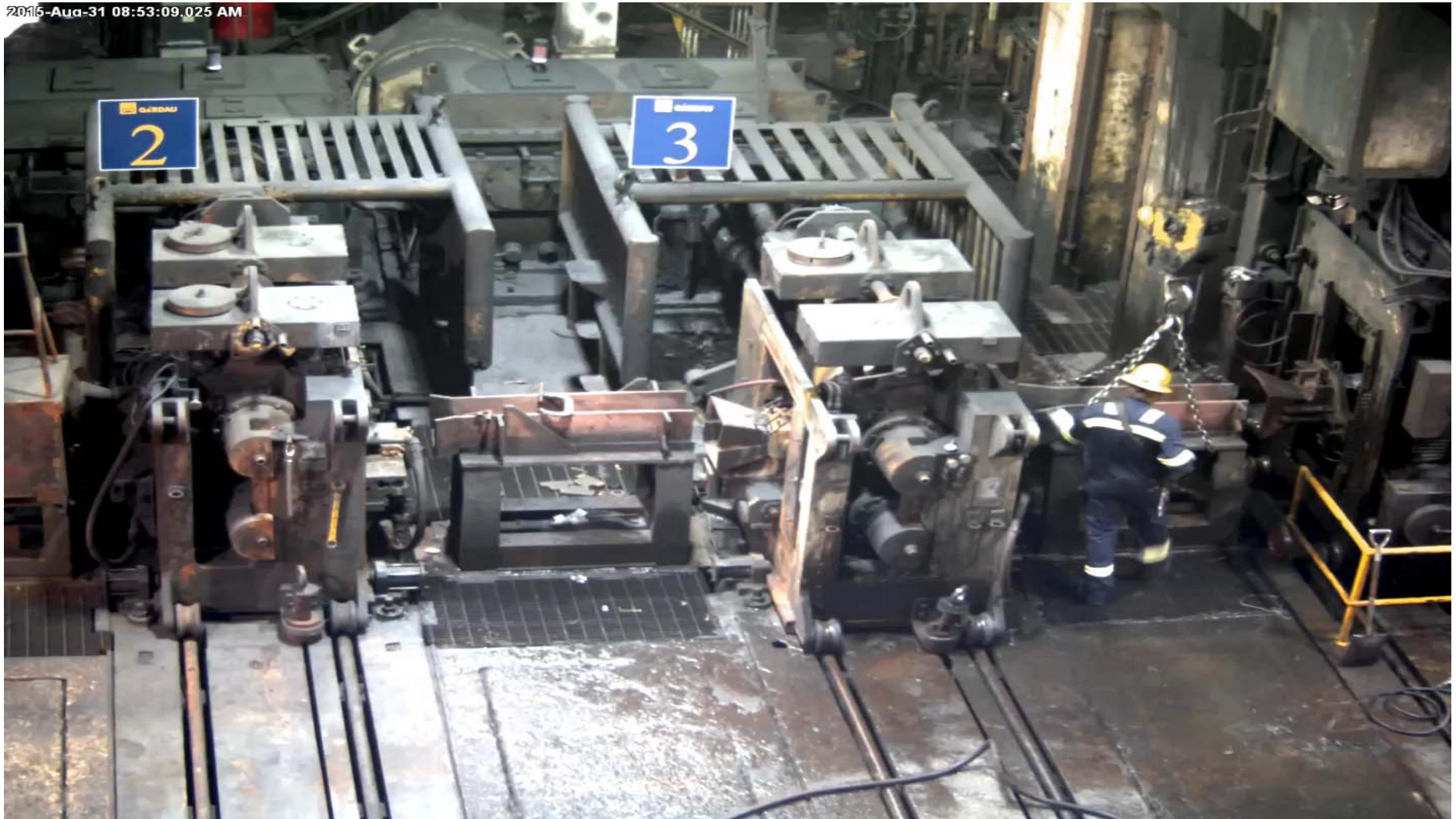


Maybe Not



It is a very short distance from a near miss to a serious injury

2016-Aug-31 08:53:09.025 AM



Is It Reasonable to be Unreasonable?*

- We must be “Unreasonable” in our Safety Goals & Expectations
- Unreasonable – taking a belief that is largely accepted as fact and turning it upside down – REJECT the status quo
 - Put a person on the moon & bring them back safely, unreasonable – Done
 - Working 2 years without a site LTA at a steel mill, unreasonable – Done
 - Working 1 year in a Melt Shop & Rolling Mill without an OSHA Recordable, unreasonable – Done
 - Wearing fall protection at all times above 4’, unreasonable – Done
- Most Change goes through 3 Stages
 - It is ridiculed - “That is the dumbest thing I have ever heard, who came up with that ___?”
 - It is opposed - “We cannot do it, are you trying to shut down the mill?”
 - It is accepted as being self-evident - “Who didn’t know that?”
- We have to get our minds focused to push our performance forward to attain “Unreasonable” Safety Goals & Expectations – make them Self-Evident
 - “If you don’t like change, you are going to like irrelevance even less” US General Eric Shinseki



*The Power of Being Unreasonable – Matt Forck



Safety Process People Components



Leadership



Leadership Commitment

- Compliance is minimum & expected – Continuous Improvement
- “Walk the Talk” – Don’t ask others to do what you won’t.
- Safety is never a priority. Safety is a value – remember the definition?
- Safety KPIs on performance appraisals, promotion selection – personal accountability.
- Coach safe performance.
- Indifference to small issues leads to increased tolerance of serious problems. Fix issues when they are still small.
- Calibrate group risk perception / tolerance and acceptance.
- Don’t manage to the exception. There may not be a 100% solution. Manage the process to reduce risk.
 - **“A good solution applied with vigor now is better than a perfect solution applied later.” General George S. Patton U.S. Third Army**



Leadership Safety Hour & Safety Hour



Leadership Safety Hour

- Weekly 1 hour safety review meeting each Friday at 10:00
- All Leadership attends ~ 70 people
- Lead by the VP/Plant Manager & Safety
- Leadership visibility of current safety performance
- Consistent message to all Leadership
- Problem solve safety concerns
- Transfer best practices and learning
- Engages Leadership consistently



Safety Hour

- Leadership on the floor one hour each day at the same time focused on safety
 - Planned General Inspections
 - Safety Observations
 - Area specific safety concerns
- All Leadership participates ~ 70 people
- Consistently visible on the floor having PERSONAL safety discussions with personnel
- Red FR jacket – visual management
- Bring up safety concerns on the floor on their turf and helps Leadership better see and understand concerns.
- CONSISTENCY in Safety Hour demonstrates Leadership commitment to improving safety. Folks notice.



Safety Multipliers



Safety Multipliers



- Engages hourly employees more intimately with the safety process.
- Volunteer to serve as a safety contact in their working cell and perform safety tasks to assist the Routine Facilitator.
- Eight hours of training.
- Current tasks performed
 - Pre-Use Equipment Inspections (PUEIs) - validation
 - PRG Reports & Open Actions – monitor status & assist in closure
 - Substandard Action & Condition Reports – assist Cell members
 - Pure Safety Completion Status – monitor completion
 - PRA Review – review, assist Cell members, compile # completed
 - DMS Meeting & Monthly Crew Meeting Safety Review - communicate
 - Safety Culture – Opinion on current status in Cell based on data
 - Outage Safety Observers – no other duty during assigned time



Safety Multipliers



- Scorecard on the current status of their activities.
- Meet at least monthly with Superintendent and Safety to discuss the status of their cell. There are also periodic meetings of all Safety Multipliers for reviews, training, etc.
- Safety Multipliers have been rolled out in waves to help refine the process.
 - Wave 1 September 2014 – 10 Multipliers
 - Wave 2 May 2015 – 17 Multipliers



Employee Engagement Example



Employee Engagement

- Logistics Safety Improvement
 - Re-Evaluated the placement of our personnel when trucks move in the warehouse after an incident at another location (employee backed over)
- Controls In Place
 - Gates at warehouse doors to control truck access
 - Communication
- Opportunities Identified
 - No designated area for personnel to stand or procedure when trucks move in warehouse
 - Computer work station placement



Employee Engagement

- Logistics Safety Improvement
 - Previous Configuration



Employee Engagement

- Logistics Safety Improvement
 - Recalibration of Risk Tolerance
 - What Could Happen & Likelihood It Could?
 - Employee Involvement & Input
 - Initial Discussions & Resistance – “Never Happened Before”
 - Put Solution In Place & Let Employees Suggest Improvements
 - Acceptance & Improvement on Initial Solution
- Relatively Inexpensive Changes



Employment Engagement

- Logistics Safety Improvement
 - Current Configuration



Engaged to Improve Safety - Right Idea, Wrong Method



Safety Performance Management



Safety Performance Management - SPM

- Understand what drives decisions / actions and how to coach performance - training
- Focused on behaviors, not physical conditions
- Safety Observations (SO) – evaluates & coaches individual performance to get COMMITMENT to change the at risk behavior – 8 step process
- SO initially conducted by Leaders. Peer to peer observation and coaching is next – Working Cell concept (Brother's Keeper)
- Leaders required to conduct SO with a monthly target tracked and tied to annual performance appraisals
- Safety Culture Index – evaluates area performance and generates a “score”
- SPM is will move safety performance forward by calibrating risk perception / tolerance and acceptance through coaching





GERDAU

SAFETY OBSERVATION CARD

Area: _____ Cell: _____

Observer: _____ 2nd Observer: _____

Date: _____ Start: _____; _____ End: _____; _____

Number of Observed People: _____ Number of People in Area: _____

Critical: OBTAIN COMMITMENT TO CHANGE AT RISK PRACTICES

At Risk Practices:	Recommendation/Commitment:
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

SAFE Work Recognition:	ALERTSI Condition:
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Critical/Emp. Suggestions:
Task Observed

Procedure ID# (if applicable) _____

Employer Suggestions/Other Safety Issues _____

Critical: FOLLOW-UP ON COMMITMENT BY PERSON OBSERVED

Follow-up: Date with Person Observed: _____

Commitment Implemented: YES NO

If Needed, Further Follow-up Actions: _____

CATEGORIES	Safe	At-Risk
A. Mechanisms of Injuries		
A1. Chemical Burns/Poisoning	<input type="checkbox"/>	<input type="checkbox"/>
A2. Slips/Trips/Falls	<input type="checkbox"/>	<input type="checkbox"/>
A3. Physical Strain/Posture/Over-Exertion/PPH	<input type="checkbox"/>	<input type="checkbox"/>
A4. Catching/Imp. Objects on the Job	<input type="checkbox"/>	<input type="checkbox"/>
B. Safety Incidents/Injuries		
B1. Risk of falling materials/objects/equipment	<input type="checkbox"/>	<input type="checkbox"/>
B2. Risk of falling through/over/into	<input type="checkbox"/>	<input type="checkbox"/>
B3. Risk of falling from or tripping	<input type="checkbox"/>	<input type="checkbox"/>
B4. Risk of Burn	<input type="checkbox"/>	<input type="checkbox"/>
B5. Risk of Electrical Shock/Contact/Stray	<input type="checkbox"/>	<input type="checkbox"/>
B6. Inhaled Gas/Vapor	<input type="checkbox"/>	<input type="checkbox"/>
B7. Skin Irritation/Injury	<input type="checkbox"/>	<input type="checkbox"/>
B8. Ingestion of Material	<input type="checkbox"/>	<input type="checkbox"/>
B9. Compression Injury/Strain/Dis. or	<input type="checkbox"/>	<input type="checkbox"/>
B10. Other Strain/Injury not Otherwise Categorized	<input type="checkbox"/>	<input type="checkbox"/>
C. PPE		
C1. Head	<input type="checkbox"/>	<input type="checkbox"/>
C2. Hand/feet	<input type="checkbox"/>	<input type="checkbox"/>
C3. Respiratory	<input type="checkbox"/>	<input type="checkbox"/>
C4. Eyes & Face	<input type="checkbox"/>	<input type="checkbox"/>
C5. Hearing	<input type="checkbox"/>	<input type="checkbox"/>
C6. Personal & Area	<input type="checkbox"/>	<input type="checkbox"/>
C7. Safety (mechanical) clothing	<input type="checkbox"/>	<input type="checkbox"/>
C8. Fall & Lunge	<input type="checkbox"/>	<input type="checkbox"/>
D. Safety & Environment		
D1. Inappropriate Job Task	<input type="checkbox"/>	<input type="checkbox"/>
D2. Improperly Used	<input type="checkbox"/>	<input type="checkbox"/>
D3. Improperly Stored/Label	<input type="checkbox"/>	<input type="checkbox"/>
D4. PPE/Tools not Maintained	<input type="checkbox"/>	<input type="checkbox"/>
E. Other Issues		
E1. Computer	<input type="checkbox"/>	<input type="checkbox"/>
E2. PPE Not Worn/Used	<input type="checkbox"/>	<input type="checkbox"/>
E3. Safety Not Used/Used Improperly	<input type="checkbox"/>	<input type="checkbox"/>
F. Other Issues - Control Users/Processes/Methods		
F1. Used Improperly	<input type="checkbox"/>	<input type="checkbox"/>
F2. Not Reported/Not Made Up	<input type="checkbox"/>	<input type="checkbox"/>
F3. Not Inspected/Maintained or Not Maintained	<input type="checkbox"/>	<input type="checkbox"/>

Safe At-Risk
(Check all that apply)

8-STEPS FOR SAFETY OBSERVATIONS

- | Step | What should you do? |
|------|---|
| 1 | Properly capture the employee's attention without creating a risk. |
| 2 | Introduce yourself in a friendly manner, indicating you will observe the task. Create a situation of trust by developing a rapport. |
| 3 | After observing, comment on his/her safe performance through positive reinforcement. |
| 4 | Express your concern about his/her health and safety. |
| 5 | Discuss observed non-conformities so that the employee acknowledges what could go wrong. Ask for suggestions on how to perform the activity safely. |
| 6 | Get the employee's commitment to correct the observed non-conformities. |
| 7 | Ask if there are other situations related to health and safety he/she would like to discuss in order to improve. |
| 8 | Thank the employee for the time spent in this activity. |

Version: Jan.2015



Even seemingly small lapses in safe decision making can lead to consequences.



Anybody can have lapses in decision making



Training



Training

- Time and resources dedicated to training personnel to work safely
- Monthly safety meeting topics are presented by the Facilitator to personnel. Video service develops content specifically focused on the steel industry.
- Tests ensure that personnel understand the information presented.
- Some subjects like Overhead Crane, Mobile Equipment, Rail, etc. also have an operational performance evaluation where personnel operate the equipment / perform the task and are scored on their performance to ensure they meet a specified proficiency level.



Training

- Outside firms perform training on specific topics like mobile crane, arc flash, fall protection competent person, aerial lift, etc.
- Experienced mentors are assigned to new employees to the site or area. Peer to Peer coaching.
- Investing in training and evaluation ensures that all personnel can safely and proficiently perform the tasks that are required.
- Investment in continuously improving our people.



How Well Do People Really Recognize Hazards?

2015-Mar-22 01:54:15.015 AM



Preliminary Risk Analysis



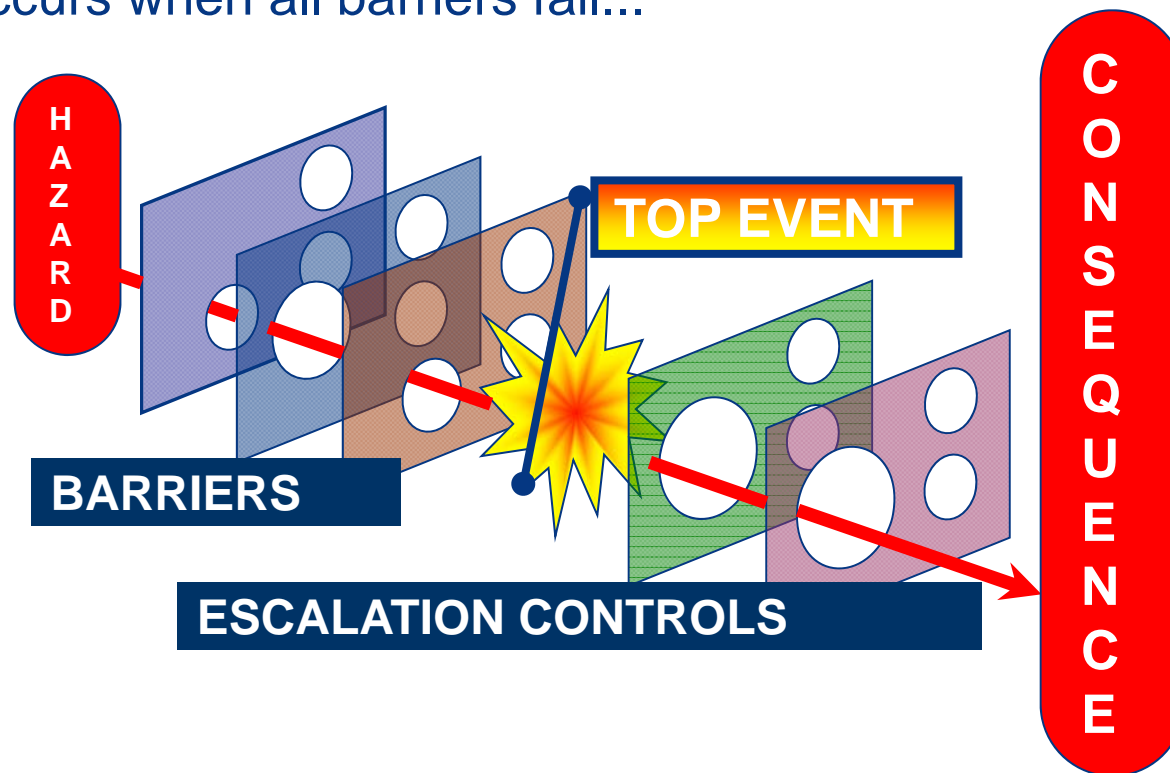
Preliminary Risk Analysis - PRA

- Standard process to identify and address Major Injury Hazards for non-routine tasks.
- Non-routine tasks are tasks that do not have a written procedure.
- ALL contractor work and all Gerdau non-routine tasks require PRA.
- Checklist format.
- Safe Work Permits – high risk operations like work at heights, confined space entry, excavation, etc.
- All personnel participate and sign off on the evaluation.
- Two signatures required to approve the PRA to allow the work to commence. The releaser is always a Gerdau employee.



Swiss Cheese Model

- Barriers put in place between initiating event and accident
- Barrier failure/weakness visualized as holes
- Accident occurs when all barriers fail...



SAFE WORK PERMITS & PRELIMINARY RISK ANALYSIS

ATTENTION

Personnel may not enter work area(s) or begin work activities until this form is correctly completed with signatures of all personnel. Each box requires "yes" or "no" entry; "yes" entries in a red box requires a work permit be attached to the preliminary risk analysis before work begins. "Yes" entries in a yellow box requires detailed actions taken to control identified hazard(s) on page 2 of this form. New Work Permits & Preliminary Risk Analysis required for each new shift and following any changes to working conditions.

Date/Time: <input style="width: 90%;" type="text"/>	Work Area/Location: <input style="width: 90%;" type="text"/>
Work to be Performed: <input style="width: 90%;" type="text"/>	Completed by: <input style="width: 90%;" type="text"/>
	(Issuer)

Traffic Hazards Pedestrians & Process: up, down, left/right, 360°; risk to others or to job

Equipment Hazards Correct Equipment Available; Correct Condition; Trained/Competent Operator(s)

Note: This list of hazards is not all inclusive

Electricity <input style="width: 20px; height: 15px; background-color: yellow;" type="checkbox"/>	Stored energy, arc flash, utility lines, dust sources, hot rails
Energized <input style="width: 20px; height: 15px; background-color: red;" type="checkbox"/>	Working under electrical load (includes high-voltage work)
Pneumatic <input style="width: 20px; height: 15px; background-color: yellow;" type="checkbox"/>	Pressurized systems, utility lines, compressed air, injections systems
Hydraulic <input style="width: 20px; height: 15px; background-color: yellow;" type="checkbox"/>	Hydraulic actuated cylinders, hydraulic pumps, hydraulic accumulators
Gravity <input style="width: 20px; height: 15px; background-color: yellow;" type="checkbox"/>	Pinch points, hinges, swing-arms, material fall, risk of crush injury
Solid(s) <input style="width: 20px; height: 15px; background-color: yellow;" type="checkbox"/>	Lime, Carbon, Gunning Material, Scrap, Epoxy Coating
Liquid(s) <input style="width: 20px; height: 15px; background-color: yellow;" type="checkbox"/>	Water, hydraulic fluid, chemicals, solvents, battery acid, LPG
Gas(es)/Steam <input style="width: 20px; height: 15px; background-color: yellow;" type="checkbox"/>	Trapped water, natural gas, oxygen, propane, nitrogen
Springs <input style="width: 20px; height: 15px; background-color: yellow;" type="checkbox"/>	Stored mechanical energy

Energy Hazard(s)
Requiring:
Lock-Out
Tag-Out
Try-Out
Before Entering
Hazard Area!

- Chemical / Environmental** Potentially hazardous to human health or environment from solids, liquids, gases exposure, releases; contamination to air, soil, surface or groundwater, waste generation/disposition
- Confined Space Hazards** Limited access/egress; not intended for occupancy; internal atmospheric, physical and/or engulfment hazards
- Combustion / Fire (Hot Work)** Fuels, flammables, combustibles; spark or heat producing tasks or processes
- Excavation** > 5 ft. deep, shoring, trench boxes, proper sloping
- Critical Crane Lift** Exceeding 75% of crane capacity, dual crane lift
- Work at Heights** > 4 ft off ground, unprotected; includes same surface open holes, sides, pits; cranes - excludes ladders
- Radiation Work** Shielding, storage, source containment
- Scaffolds** Guardrails, toe boards, secured in position

PPE Required <small>Hard Hat with Chin Strap, Safety Glasses & Steel Toe Footwear Required</small>	Yes?
Arc Flash PPE Per HRC Rating	
Arm protection (forearm guards)	
Burn Goggles	
Electricians Gloves	
Face Shield / Grinding Hazards	
Fall Protection Arrest System	
Flame Resistant Clothing	
Hearing Protection	
High Visibility Clothing	
Leg Protection	
Protective Suit	
Respirator	
Rubber Boots	
Long-sleeves, Arm Sleeves	
Welding Eye Protection	
Work Gloves	

CHECK LIST - BEFORE & DURING THE JOB	Project Mgr Initials
1. Everyone understands their safe work requirements?	
2. Everyone understands environmental aspects/impacts?	
3. Everyone understands their task(s) and other's tasks?	
4. Everyone has the PPE required? It is being used?	
5. Right tools available and secure?	
6. Permits issued as necessary?	
7. The area is isolated and properly marked?	
8. Ensure training & signature of all participants (pg. 2)	
9. Sign if you have any questions about this plan.	

Emergency Instructions:



Preliminary Risk Analysis

Attach 2nd sheet if needed to detail steps, hazards, & actions.

Task Steps	Hazards	Permit Required?	Hazard Control Actions	Who?	Safe?

REMINDER: LOTO MUST BE VERIFIED BY EACH PERSON AS APPLICABLE - BEFORE SIGNING BELOW

Name	Company or Department	Signature <small>(Indicate understanding of hazards and requirements)</small>	Date

Safe Work Permit & PRA Release Person*:	Name	Signature	Date
--	------	-----------	------

Post Work Area Inspection: Area cleaned & 3S compliant. All locks removed. Area returned to normal operating conditions. All personnel clear.

Approved/Confirmed by:	Name	Signature	Date
------------------------	------	-----------	------

*Responsible to ensure that all requirements have been implemented before releasing the preliminary risk analysis to the issuer or work personnel



Perform Work

Is it certain the work can be done safely

← YES

?

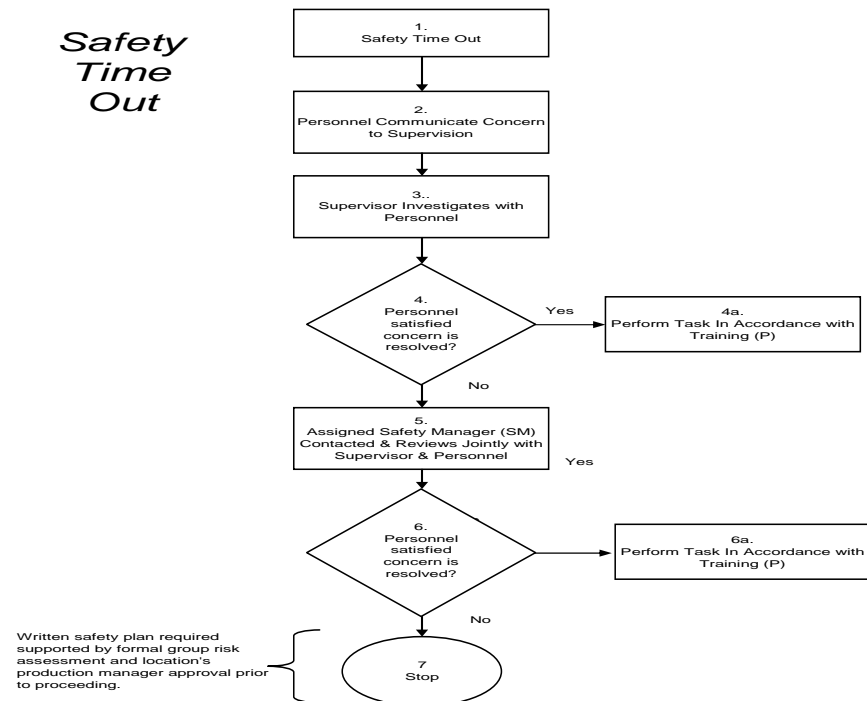
→ NO

Safety Time Out

“Safety Time Out!”

- Allows personnel to stop work without fear of “getting in trouble.” It allows for a thorough review of the practice by employees and management.
- In a healthy (safety) culture, taking a *time-out* is celebrated, not criticized.

Safety Time Out



Work Rules



Cardinal Safety Rules

- There is Zero Tolerance for violations of Cardinal Safety Rules. These must be non-negotiable.
- Cardinal Safety Rules apply to ALL personnel on site.
- Employee violations result in discipline up to termination.
- Contractor violations result in immediate removal of the contractor from site and can result in a fine of \$1,000 per violation.
- Clear expectations have to be set for everyone entering the site, no exceptions.

Safety In ACTION **Cardinal Safety Rules**

Cardinal Safety Rules

- Lockout/Tryout**
Employees will follow all recognized Lockout/Tryout policies and procedures to control hazardous energy sources. 
- Fall Protection**
Employees will protect themselves from fall hazards by following approved fall protection/prevention practices. 
- Material Handling**
Employees will only operate equipment for which they are trained and authorized. Operation will be conducted in a safe and professional manner at all times. 
- Rail Safety**
Employees will follow all Rail Safety Procedures, including yielding to locomotives and avoiding the "Red Zone" except where proper three-step protection is provided.
RED ZONE - Area between the ends of the railroad ties and within 25 feet of the end of a railcar. 
- Confined Space**
Employees will enter a confined space area only if they are trained and authorized. Written procedures will be followed at all times. 
- Safety Devices**
Employees will not defeat, remove, ignore, or render inoperative a safety device or guards on machinery, equipment, or tools. 

General Safety Rules



1. Only trained and authorized employees may operate equipment.



6. Only perform tasks after all risks have been adequately evaluated and controlled.



2. Always maintain a safety distance from suspended loads and hooks.



7. Do not defeat safety devices and maintain them in perfect operating condition.



3. Lock out and try out all power sources before working on machines or equipment.



8. Immediately communicate all accidents, potential failures, substandard acts, and substandard conditions.



4. Always keep your hands away from machinery and equipment where your hands or other parts of the body can get caught.



9. Always use the Personal Protective Equipment required for the task.



5. Only authorized employees may enter restricted areas.



10. Follow all standards, instructions, signs, warnings, and rules.



Jackson General Safety Rules

Immediately report all accidents, near misses, substandard acts and substandard conditions

Report all injuries to the on-duty EMT and your Facilitator, no matter how minor

Wear all required Personal Protective Equipment for the area / task

Jewelry is prohibited to be worn in any Industrial area. Medical alert necklaces only may be worn

Maintain a safe distance from suspended loads and mobile equipment

Only operate equipment you are trained and authorized to utilize

Complete a Preliminary Risk Analysis (PRA) for all non-routine activities

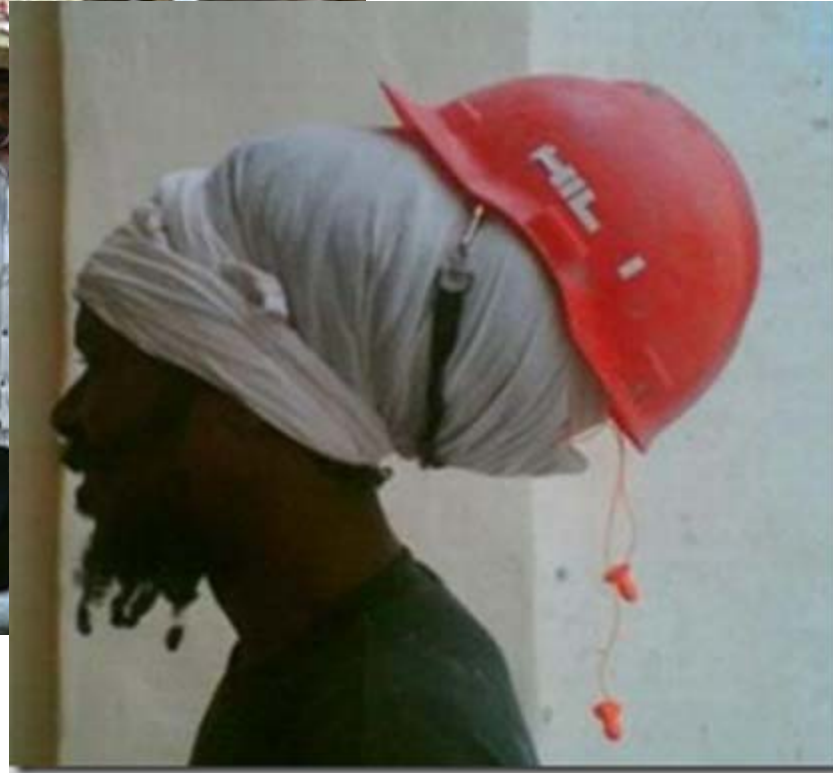
Always follow and maintain pedestrian pathways clear of obstructions. Use pedestrian doors only.

Never bypass or remove equipment safety guards or devices

The use or possession of alcohol or drugs on company property is prohibited



How well do your folks understand & apply the rules?



Celebrate



Celebrate Team & Individual Success

- World Safety Day observance
 - Safety Observations by Leadership
 - Cookout by Leadership for each crew
- 2 Year No LTA Celebration
 - Corporate Leadership on Site to present trophy
 - Catered meals for each crew
 - Recognition on the Gerdau intranet site
 - Personalized Yeti brand cups for each employee
- Quarterly department safety lunches
- Annual individual safe worker awards
 - Gerdau logo clothing item & gift card
- Kids / Grandkids Calendar Contest
 - Calendars with safety message with kid's drawings on them



World Safety Day

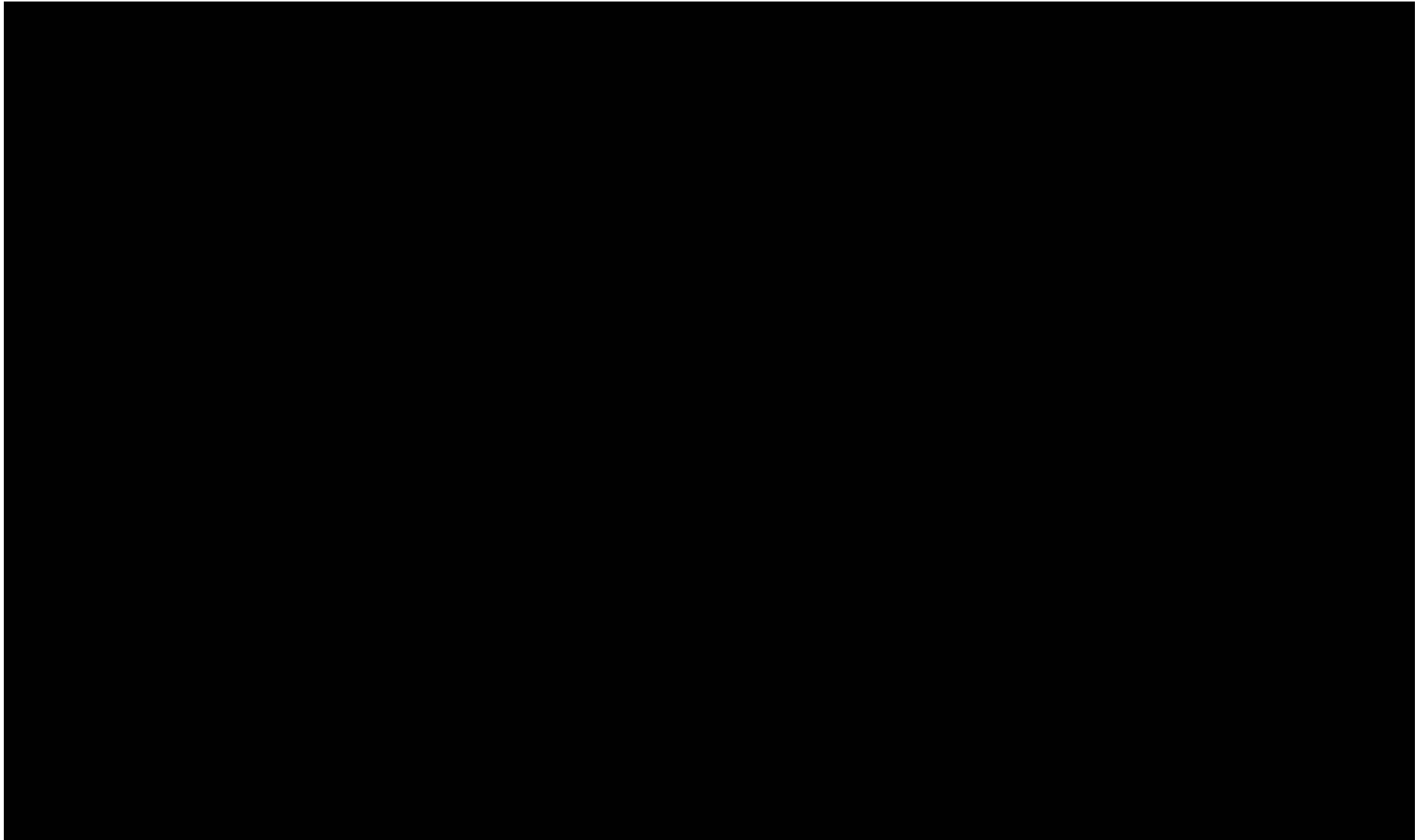




2 years
without lost time accidents.



Is “Luck” A Reliable Component Of Safety Performance?



Is “Luck” A Reliable Component Of Safety Performance?

Are we relying upon “luck” or are we actively leading safety to prevent incidents?

How can we individually actively lead safety?

Equip your folks to make safe decisions, give them the tools / training and hold them (and yourself) accountable.



Sometimes Life Throws You Over The Handlebars With An Incident



Agenda

- Gerdau Values & Integrated Policy
- Gerdau Jackson TN Mill Overview
- Is It Reasonable To Be Unreasonable
- **Closing Comments**



Things Can & Do Change Drastically in a Brief Instance



UNREGISTERED :)
downloadhelper.net



More at vidiload.com



Be Unreasonable*

- We must be “Unreasonable” in our Safety Goals & Expectations
- Unreasonable – taking a belief that is largely accepted as fact and turning it upside down – REJECT the status quo
- Push Change through the 3 Stages
 - Ridicule, Opposition, Acceptance
- We have to get our minds focused to push our performance forward to attain “Unreasonable” Safety Goals & Expectations – make them Self-Evident



*The Power of Being Unreasonable – Matt Forck



Is it Reasonable to be Unreasonable?

- What one thing in this discussion gave you pause to re-evaluate something at your location?
- What are some behaviors / processes that you could improve upon at your location?
- After this discussion, is it reasonable to be unreasonable? Can we afford to think any other way as it relates to safety?



”Create a Healthy Level of Discomfort with Current Performance, Be Unreasonable”



Contact Information

Eric A. Woosley

Safety & Health Manager

Gerdau Long Steel North America

Jackson Tennessee Mill

Cell: 615-521-1519

eric.woosley@gerdau.com

