



# Malama O Pa!

Take Care Lest You be Hurt!

Special ASSE Leadership Conference Edition



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## Anil Mathur: A CEO Who Gets Safety

By Les Onaka

In his keynote address at the ASSE Leadership Conference, Anil Mathur, CEO of Alaska Tanker Company (ATC), presented positive proof of what happens when top leaders decide to embrace safety as a value in their company. ATC transports crude oil from Valdez, Alaska to several ports along the West Coast of the United States. When Mr. Mathur took over as CEO in 2001, ATC had been reporting about one lost-time injury a month (about the industry average). Using another such injury in the weeks before he initially took over Mr. Mathur quickly spread the word that unsafe behavior and attitudes would not be tolerated. Since then ATC has had many near misses, but no lost-time injuries.

Mr. Mathur spoke to us on what comprises superior leadership. He feels that it is based on the way in which leaders affect the way people do things rather than merely putting policies and procedures in place. The pace of change within the company must be based on its “heartbeat” or the pace that an organization can handle it. If new initiatives come too quickly then the acceptance and

processing gets bogged down and the desired effect may not occur. A company’s heartbeat depends on the emotional intelligence of the employees and the ability of leadership to have quality conversations (ones that cause employees to have situational awareness of their personal safety) with their staff members.

Mr. Mathur feels that the three foundations (tripod) of superior leadership include: (1) having a clear vision of where the company should be headed;

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Anil Mathur (on the right), CEO of Alaska Tanker Company chats with ASSE Leadership Conference attendees after his keynote address.

## A Note from the editor...

During the first two weeks of October, I kept checking the internet and watched as the daily temperatures in Chicago fluctuated from a low of 41° F to a high of 77° F. When I arrived there at about noon on October 14th, the pilot an-

nounced the temperature of 72° F. It did not sound cold, but by the time I headed out to catch the hotel shuttle, I had my hoodie zipped all the way up and contemplated using the hood too.

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## Our October Chapter Meeting: Effective Communication in Safety By Keith Kashiwada, Instructor of Speech and Communication At Kapiolani Community College Reported by Les Onaka

While sitting at the table and having lunch with Keith Kashiwada, I realized that his agile mind was always trying to learn. He seemed to be constantly applying all the ideas he gets from others to his own areas of expertise—speech and communication. Perhaps because the October Chapter meeting was held on a Wednesday instead of the usual Thursday or perhaps we failed to communicate this change well enough the number of meeting attendees were half of what we expected. While this caused some chagrin (we have to pay for the minimum 20 meals), those that did attend were treated to an informal workshop on communication that had all of us laughing at ourselves and the assumptions and errors that we make in our own daily communications.

According to Mr. Kashiwada, communication is the most important skill that you'll ever learn and while the goal in communication is understanding, we often mis-understand what we think the other person understands. We fail to see the communication from the perspective of the other person. Ninety-nine percent of the time conflict comes from mis-communication. Avoiding mis-communication requires not making assumptions about what one feels the other person should understand the meaning to be. It takes a little extra time to come up with

the concise words and phrases to send a clear meaning to the other person. We also need to remember who we are and who the other person is.

In the field of safety, good communication becomes especially critical because mis-communication can result in injury. We need to also be concerned of the safety messages we send. When the communication assigns some blame, then emotions get involved and the message may be that the person is bad and not the behavior. Control of emotion requires a thought process without which we rely on others to determine our own emotional state.

Mr. Kashiwada's presentation was sponsored by the Society's Academic Practice Specialty.



Keith Kashiwada expresses his satisfaction at how well his Communication “workshop” went with members of the Chapter in the background.

### Mathur (continued)

*(Continued from page 1)*

(2) having the passion to direct the company; and (3) having the integrity that makes people want to become part of the program. The true power of a leader comes from changing mindsets of the employees. Since only individuals can do this for themselves, they must want to change and make the decision to do so. Only by performing a deep introspection of themselves can leaders move toward achieving this power. Many barriers prevent leaders from becoming powerful

and the largest is the blaming of others. Leaders who blame others fail to see themselves as they really are.

From my perspective, Mr. Mathur drove home the point that safety professionals must provide the leadership to promote mindset changes, especially if top management may not be able to provide this. Our ability to lead in this manner profoundly affects the health and safety of our employees.

## Hawai'i Chapter Announcements

- ⇒ Please note that our November Chapter meeting will be held on Thursday November 18th but will start at 1030 instead of 1100. This meeting will feature Mr. Galen Lemke, the new OSHA Area Director based in Honolulu. He plans to discuss his role as Area Director in the context of what is happen at the National level.
- ⇒ For an evening of good food, good fellowship and door prizes, come to the ASSE Hawai'i Chapter's annual Holiday Party. It has been planned for The Willows on Friday December 10th. Cost to be announced at a later date.
- ⇒ December 1st is the deadline to apply for professional development grants from the ASSE Foundation. Each year, two grants, each for \$500 will

be available to Hawai'i Chapter members only. Apply now for the 2011 grants.

- ⇒ Safety consultant **Chester Yamaga** will be retiring at the end of the year and moving back to San Diego. He offers his Imperial Plaza office for lease giving safety professionals first crack. Contact Chester at [cya-maga@gmail.com](mailto:cya-maga@gmail.com) for more information.
- ⇒ Chapter At-Large Board Member **Mark Behrens** has been working with the Leeward Public schools for the ASSE Annual Safety on the Job Poster Contest. This year the Chapter will be awarding prizes before sending the posters on to the Society to enter their poster contest.

## OSHA Update

### Fiscal Year 2010 OSHA's 10 Most Cited Violations

On October 5, 2010 at the National Safety Council's Congress and Exposition in San Diego, Thomas Galassi, Director of OSHA's Directorate of Enforcement Programs disclosed the 10 most cited violations (of the ~94,000 citations issued) in fiscal year 2010. The list pretty much reflected those of previous years and included:

1. Scaffolding, general
2. Fall protection
3. Hazard communication
4. Respiratory protection
5. Ladders
6. Lockout/tagout
7. Electrical wiring methods
8. Powered industrial trucks
9. Electrical general
10. Machine guarding

### Assistant Secretary David Michaels Emphasizes Getting Stakeholder Input

In an October 15th letter to all OSHA personnel, OSHA Assistant Secretary David Michaels outlined the progress being made in transforming the agency's approach to injury prevention. The letter encourages obtaining input from stakeholders that

includes employers, workers, unions and educational institutions among others. OSHA has already demonstrated its intent with a series of stakeholder meetings to gain input on its Injury and Illness Prevention Program (I2P2). Since August, OSHA has also invited public submissions of model workplace safety programs. This allows the agency to determine what critical features contribute to exceptional safety programs. They will then incorporate these features into their I2P2 initiative.

### ASSE's November Virtual Classroom Offerings

November seems to be the month to pick up some pointers about getting positive changes in corporate safety cultures. The following sessions are offered:

- ⇒ November 2nd. Improving Safety Results and Culture Using Six Sigma and Lean Tools—No Belt Required.
- ⇒ November 10th. Safety is Free...Because Culture is the Key.

Visit [Virtualclassroom@asse.org](mailto:Virtualclassroom@asse.org) for more information or to register for any session.

## Visit Your Chapter Website Often for the Latest News



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Stay up to date with chapter activities and other news items related to our profession by visiting the chapter website at . . .

[www.assehawaii.org](http://www.assehawaii.org)

Write to the webmaster at ASSE Hawaii

[Jim Newberry] [jnewberry@islandinsurance.com](mailto:jnewberry@islandinsurance.com)

- Got safety news? Let me know and I'll post it.
- Got safety ideas? Let me know I'll post it.
- Got safety training? Let me know I'll post it.

**Web motto: Working in partnership with industry and government for a safer tomorrow!**

### Editor's note (continued)

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I later met up with the other ASSE Leadership Conference attendees from our Chapter: president **Neil Yamamoto**, president-elect **Craig Shoji** treasurer **Mary Silva** and **Mike Thompson** who is currently filling many leadership roles at the Society level.

After a hectic afternoon in the City and the Leadership Conference kick-off reception, we finally got to relax a little at dinner. I happened to glance up at the ceiling of the restaurant and saw in the middle a stained glass seal for "The Prairie State." Thinking that maybe the restaurant chain was founded in Kansas or some other mid-western state, Mary googled it and found that the Prairie State was actually the nickname for Illinois. As I pondered my new-found knowledge, I looked up again and took a picture of the ceiling. As if it set a trend, I spent the next two days learning a lot (about leadership) in general and breakout sessions and by observing our ASSE leaders on all levels.

The next morning, Society senior vice-president Rick Pollock, Society president Darryl Hill and Society executive director Fred Fortman Jr., started the program, each exuding their own style of leadership. Mr. Anil Mathur, the CEO of Alaska Transport Company, delivered an inspiring keynote address describing how he turned around his company to become one of the safest in the industry. The breakout sessions continued all day Friday and Saturday morning. Some sessions pro-

vided leadership tools while others updated our knowledge on changes being made at the society level.

Throughout the entire conference, I observed how Mary, Neil, Craig and Mike used their leadership skills in their conversations with other leaders. I discovered that other leaders respected them for their accomplishments at all levels. I felt proud to belong to the Hawai'i Chapter and have them as leaders.



Mary Silva, Craig Shoji, Neil Yamamoto and Les Onaka take a moment to pose by ASSE's 100th anniversary cake at the Leadership Conference in Chicago.