

## 100% Employee Owned

People often boast about running their work like it were their own, of watching costs like they were coming out of their own pocket, of the importance of safety, service and how valuable the customer is to the future of the organization. At Rosendin Electric, these words have special meaning – we are a 100% employee owned electrical engineering, power and communications provider. As owners, our people have a stake in the future of the company, and therefore take a long-term view of the welfare of our fellow employee owners and clients.

## Safety Philosophy

Rosendin Electric believes that working safely is more than knowing how to recognize hazards or work in a safe manner. Safety is a core value at Rosendin Electric and is a culture that is promoted company-wide.

Loss Management with **L.O.V.E.:** Living Our Values Everyday is a comprehensive loss management program comprised of 5 components:

- ◆ Orientation and I-3 Free Education
- ◆ Enrollment in Apprentice Mentoring Program
- ◆ Employee Empowerment (Stop Work Card)
- ◆ Participating in Safety Initiatives (Stretch & Flex, PTP)
- ◆ Return to Work / Lost Day Prevention Program

By empowering employees to help build safe work environments, we have experienced a noticeable culture-shift to “Safety as a Value.” Employee participation in the culture building has been evidenced by stronger, cohesive work crews and a shared attitude of ownership in the work we do.

## Program Components

### Orientation and I-3 Free Education

**Pre-Task-Planning (PTP):** Pre-Task Planning is mandatory and is done prior to the commencement of all tasks. PTP cards were developed to address hazards specific to the industry-specific work we perform. PTP cards are tri-fold, pocket-size, and are kept by employees as a reference.

**Site-Specific Orientation:** Site specific orientations include photographs taken of the jobsite and are used as part of the jobsite safety training.

**I-3 Free (Injury, Incident and Impact Free):** I-3 Free is a behavior-based program created to spread the message that no one should be injured while they are working. The four principles of the I-3 Free program are Supportive Leadership, Personal Commitment to Safety, Free and Open Lines of Communication, and Accountability. The primary goals of the I-3 Free presentation are to convey the message that safety must be a value in the employee’s life, and to counteract traditional employee skepticism regarding safety by driving home the message that everyone has ownership of safety and that we are all responsible for each others’ safety.

**Mike’s Story:** A Division Manager videotaped his story of how an arc fire 19 years ago forever changed his and his family’s life. He talks about everything from being in a burn unit, to not having enough money to pay his bills. His story is a lesson in making the right choices. The video is shown at all orientations and employees are required to view it.

### Apprentice Mentoring Program

**Apprentice Portfolio:** Every apprentice is required to complete a professional development portfolio, listing all the training they have received and what tools they have worked with. As they receive additional safety training, or training on new equipment they update their portfolio. The portfolio is a living document.

**Assigned Mentor:** A Journeyman is assigned to each Apprentice as an instructor/mentor and is required to “sign off” on the Apprentice Portfolio to ensure he knows the skills/capabilities of his Apprentice.

### Employee Empowerment

**Stop Work Card:** Every employee receives a “Stop Work Card” that empowers them to stop work if they believe they are working in a hazardous condition or putting others at risk.

### Injury Prevention and Return to Work Initiatives

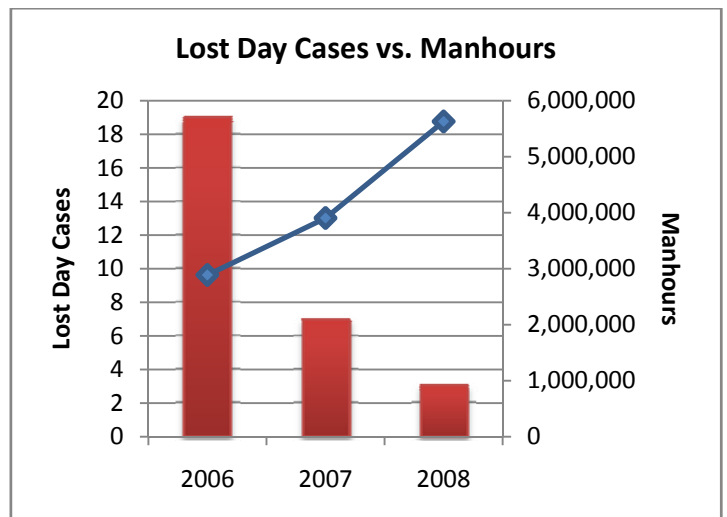
**Stretch & Flex:** All employees participate in a comprehensive Stretch & Flex program which “warms them up” before they embark on their daily tasks.

**Return to Work:** Superintendents from multiple operating divisions work together to identify return to work opportunities, often bringing an injured worker back to work sooner than if they had to wait for available work in their own division.

**Lost Day Prevention Program:** This program creates a partnership between the medical provider, insurance carrier and corporate claims manager. Job descriptions for all working crafts include light duty assignments that would be considered appropriate for the craft. A designated driver system ensures that all injured workers are transported to/from the medical facility for initial treatment. A letter to the medical provider outlining our aggressive return to work program accompanies every injured worker to their initial treatment.

## Outcomes

Over the past several years, Rosendin Electric has focused on shifting from the attitude that “safety is someone else’s responsibility” to “safety is everyone’s responsibility.” This culture shift has provided remarkable results. The severity and frequency of work-related injuries has decreased significantly each year. Most notable is the steady decrease in lost day cases – 19 in 2006, seven in 2007, three in 2008, and 0 YTD 2009. We’ve seen a 56% reduction in claims costs from 2006 to 2008, and our Workers’ Compensation insurance audit rate has seen a decrease.



Additional outcomes include the decrease in our Experience Modification Rate, as well as the ability to keep costs and incidents trending downward during several years of rapid growth and the expanding complexity of standardizing our safety programs across 12 states.