SAFETY SPOTLIGHT

Abby Greer *November 10, 2026*

The "Safety Spotlight" feature of The Green Light *shines the spotlight on safety professionals to gain insight into their background, and their thoughts and ideas on safety in our industry.*



Meet Roger Howard, Director of Safety at Action Resources, a Birmingham, Alabama-based carrier specializing in the transport of hazardous chemicals and waste. Roger's route to the safety office runs through the cab: he started as a driver in the late 1980s and worked his way through dispatch, HR, and recruiting before stepping into safety leadership. We sat down with him to talk about building buy-in, the advice he gives new safety professionals, and why he tells everyone to stay focused on the task at hand.

How did you get started in Safety?

I started as a transportation industry driver in the late 1980s, then became a driver trainer and led new-hire orientation. To advance my career, I moved through dispatch, HR, and recruiting before taking on a full-time safety role.

What do you view as the main duties of a Safety Director?

I see our role as providing direction and fostering a safety culture across the organization. As departmental leaders, we must identify and reduce risks to strengthen the organization and keep our staff healthy and productive.

Why is safety important to you?

We transport hazardous chemicals and waste every day, so protecting our personnel and the public is central to our work. We are responsible for transporting our customers' products safely and sustainably without creating exposure risks.

How do you (or would you) improve your company's safety culture?

We build and sustain our safety culture every day through consistent effort and a positive approach. It takes time and ongoing attention, with every department reinforcing the same message and senior leadership setting the tone throughout the organization.

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What has been the most challenging task in your role/career as a Safety Director?
Throughout my career I have discovered that employees don't just need direction; they need support, accountability, and leadership that is involved. Success starts with strong leadership, but sustained success comes from building a strong team.

How do you promote your company's safety culture?
My role is to teach staff how to work safely, explain the purpose of our safety processes, and help them understand the risks of each task.

How do you get employees to "buy in" or get involved?
We build employee buy-in by explaining how to work safely and why it matters, using education rather than a policing approach.

What advice do you wish you had received early in your Safety career?
To spend more time educating yourself on the regulations governing our business. Knowledge of those regulations and best practices take time to understand fully. I would - and have - given that same advice.

What is your "One Big Thing" you focus on in your Safety role?
Reducing the risk exposure to every member of our organization. Keeping our staff safe and injury free.

What would be your safety quote or message?
I would say my main message would be to stay focused on your task at hand. As much as we like to think we can multitask, we really do not do it well.