

AGENDA

Executive Safety Committee Meeting

Location: Room 200

Date: Tuesday, July 28, 2008

Time: 10:00 AM

1. Prior Minute Distribution
2. Discussion of Initial Safety Training Outline for Management (Directors & Managers)
3. Calendar future meeting dates – All (please bring your calendars)



OREGON MILITARY DEPARTMENT
JOINT FORCE HEADQUARTERS, OREGON NATIONAL GUARD
1776 MILITIA WAY
P.O. BOX 14350
SALEM, OREGON 97309-5047

AGP

7 August 2008

MEMORANDUM FOR RECORD

Subject: Executive Safety Committee Meeting for July, 2008

The Oregon Military Department Executive Safety Committee met for its second meeting on 29 July, 2008, at the Military Department in room 200. The meeting was convened at 10:00 AM. The status of the Member attendance was as follows:

Mike Caldwell	AGDD	Chairman	Present
Rock Chilton	AGI	Member	Present
Dan Radabaugh	YCP	Member	Present
Steve Petit	AGP	Member	Present
Ron Kessinger	DASA	Member	Present
Mark Rathburn	Cmp Wity	Member	Present
Karl Jorgenson	AGC	Member	Absent
Robin Sawvel	AGP	Safety Officer/Recorder	Present
Marc Snook		Guest	Present

1. Mike started the meeting. Meeting minutes for May were previously approved by email. Robin asked about distribution of the meeting minutes. Mike indicated it was important to share the minutes with all the Safety Committee members and should be posted on Safety bulletin boards for everyone to read.

2. Initial Safety Training Outline for Management (Directors and Managers) – Marc Snook passed out a “Safety Management Training Outline for Mangers and First Line Supervisors” and the “Eight Elements of an Effective Safety and Health Program.” The training program is designed for the Facilities Operations Manager and up. The Director of each section would need to decide how far in the chain of supervision they want to include.

In going over the Outline, the purpose of the training was to provide a uniform level of knowledge, skills and abilities to aid in the reduction of job injuries and reduce workers compensation costs. Marc stated he anticipates providing the training over the next 24 months or sooner. Classes would run one to two hours depending on the subject matter. Some classes could take more than one session and could be broken down into smaller pieces. Training could be done one on one or in a class room setting. Most of the training can be in house, some could be other venues such as on-line, Oregon OSHA, or SAIF Corporation. Based on Mike’s guidance all training would be mandatory and must

be completed within the allotted timeframe for consistency and uniformity. Marc stated there are two types of knowledge, general knowledge and working knowledge. Some of the classes listed provide general information about safety and health activities. You generally understand what your managers/supervisors are talking about without having an in-depth knowledge of the rules and regulations. Deeper in management, those supervisors who deal one on one with employees need more of a working knowledge of those codes, requirements and programs.

The first topic is the Oregon Safe Employment Act which is already in your binder. This class would probably take about an hour with discussion. The second one is OR-OSHA Division 1 which is also in your binder. This one could take one to two hours, those two topics set the tone as management requirements; they also outline requirements such as safety inspections onsite by Oregon OSHA.

The third on the list is Division 2 which is pretty large. Marc passed out the table of contents booklet. There are several subdivisions that would require more time to be spent on than others and some subdivisions that don't really pertain to us. Some sections of this rule involve people at the lower level that interface more with the employees who must have a pretty good working knowledge. Training for managers/supervisors would consist of going over the codes so they have a general knowledge of what is in there. The lower supervisory level would need a better working knowledge of what those codes consist of so they can interface properly and know what to do. Division two will take some time for training.

Fourth on the list is Essential Elements of an Effective Safety and Health Program. This is something Mike wanted us to spend some time on. A copy is included in the handout given. Marc indicated this is the pie in the sky list and that we may never get to the level of completing them all but might be able to seek some improvement.

Marc also stated number 8 and 9 (Workplace Safety and Health Management Plan from Boise State and Assessing Safety and Health Management Programs from Illinois) contains more information for the management group at some point in time they may want to go through it.

Mike asked if the committee shouldn't look at the Risk Analysis program that the Army and Air Force side uses. Giving the Managers a risk analysis card to look at each morning might move safety to the forefront of their minds. This would pertain more to the people who work on the industrial side versus those who are sitting at a desk. We should take a look at the Risk card and see if it would work and how we could modify it, or maybe we leave it as it is.

Ron indicated at PANG they have an "Operational Risk Management" system they use in the CE program on bigger projects. Mike indicated this is something we should take a look at. We need to make people aware of safety hazards.

Mike indicated this group should do the first three items on the list (Safe Employment Act, OR-OSHA Div. 1 and OR-OSHA Div 2) on their own. For other employees, do we want to send Marc out there to do training for two or three hours in certain locations or do we send Marc out there once a quarter and have everyone spend a day with him? Rock suggested setting up a curriculum on an ongoing basis in which you teach the same class at multiple locations at multiple times as it's impossible to shut down the operations to get everyone there. That way we also cover everyone as employees come and go. Rock also indicated in his area he could combine a couple of Regions.

Ron suggested having the Executive Committee choose the topics that should be discussed, these are the required topics that need to be done within the next twelve months, but leave it to the Directors to implement and schedule time for their folks to attend. Rock agreed and suggested setting up training in several locations over several months so that folks know those dates ahead of time. Mike indicated maybe look at doing this over 9 months. The three hot topics on the list are 4, 5, and 6 (Essential Elements of an Effective Safety and Health Program; 10 Significant Flaws in Loss Control and Safety Committees); they are going to give us the most for our buck. Rock indicated number 7, (Culture Drives Behavior), if we don't change that nothing is going to happen. Mike indicated that is true but can be worked into the training process. Maybe Marc moves it to the front of the list. Ron indicated there are already other Safety Committees out there in place. The Executive Safety Committee would set the requirements; each of the other Safety Committees would have to implement them. If the training is 4, 5, and 6 and the intro is 7, we say "Safety Committees, this is the requirement; the chairman would need to schedule Marc's time and go through the process." Marc stated the Safety Committees need training to be effective and if we organize our safety committees for success and support them, you will get tremendous turnaround. Once they get support from their bosses, they get really energized to do things for you and come up with great ideas, you will see wonderful change and everyone wants to be on the safety committee.

Mike stated lets review what the Safety Committee is and what its responsibilities and expectations are. We know they are out there, are they functioning? Step 1 is there needs to be Safety Committees in every workplace and this is what the expectation is. Each one of the Safety Committees should have a Charter. Safety Committee training needs to be first. Marc indicted the issue is "how do I implement the regulation effectively for like CSMS?" They do quite a bit. I've been to others in which they meet for 15 to 20 minutes, pass out hot topics for summer and then go away. Do they do onsite inspections every quarter? No. Do they review the safety and health program for that facility; make recommendations for improvements or changes? No. Do they have a system in place for taking recommendations to whomever the boss is, the chairman answers to? What is the process for that person to act on those recommendations and provide feedback to the safety committee? Most of them don't have that system in place so the Safety Committees don't become very effective.

Mike indicated we should do a review of what makes a good working Safety Committee. Maybe that is step 1. We need a list of supervisors and a matrix that shows they have

read the "Safe Employment Act". They report that information to Robin and she tracks it. If you tell us you read it then we are going to take your word for it. When it comes down to general rank and file workers, I think we need to pluck out what is important. If they need more information they can ask their supervisors or they can look at it. Marc indicated there is some of Division 1 Safety Committees need to know. Some of this training crosses over to both the supervisors and the Safety Committees.

Rock asked where the current Safety Committees were. Robin indicated PANG, K-Falls, Rilea, YCP, Camp Withycombe, and HQ. Rock asked how many were federal and state combined. Robin indicated Camp Withycombe was the only one; all the others are separate committees.

Mike indicated at our level the folks have the building blocks for those Safety Committees, we just need to give them the tools they need. He suggested this board look at all the Safety Committee minutes to make sure they are having meetings. Another question would be if they are doing their quarterly walkthroughs. Ron suggested we don't wait to develop the training, have Marc start developing training programs now.

Rock suggested a "Validation Certification" process in which this committee manages that validates and certifies Safety Committees once they achieve the training they need to have and also do that with managers. Then in the minutes from this meeting we state which Safety Committees have been validated and certified by the Executive Safety Committee in being an effective committee. I believe this will entice others to get on board to get done what we want done. All agreed. Therefore, we need criteria as to what we certify on and what we are looking for.

Mike asked what type of training blocks should be set up. Rock stated one to two hour blocks depending on training would be easier to schedule. If we are looking at 4 hour blocks it would have to be scheduled out at least 45 days or more.

Mike requested Marc put together a POI (Program of Instruction) using the 4 hours and what he can accomplish in that time frame based on the subject matter. Ron suggested breaking the 4 hours into 1 hour training blocks and covering the first 6 topics. Number 7 should be the intro to the class. Marc suggested for Managers with the 4 hour blocks that 3, 5, 6, and 7 would be fine but with 3 there would be questions as there is 20 to 30 hours of instructions in Division 2 by itself. Mark stated it is up to this committee to decide which sections of each Division is applicable and which ones are not. Mark Rathburn indicated an introductory class to industrial codes would be worthless to his managers. Marc stated the important thing on the manager's side is to teach them where they can find the information; they don't need to know the whole book.

Marc stated his first step will be to include Robin in helping him train and to put Safety Committees, first line supervisors, and managers on the mailing list for the OR OSHA CD. The codes are all on the CD and are easy to access, but you need to know where to look for it on the CD. Some of their training at those levels will be how to use the CD and look things up.

Overview: Rock stated what he is hearing is a two prong attack, one for the Safety Committees and one for the managers. When we are talking about managers, we are going to be doing 1, 2, 4, 5, 6 & 7 in a 4 hour block. Is that correct? Mike answered yes. Training for Safety Committees, what are the lists of items for them? Mike says we start them with a Charter. Marc indicated there should be a few pieces in number 1 as this is where the Safety Committee regulations are and number 6. So it would be 1, 2 & 6. Seven probably wouldn't hurt, 4 and 5 some managers on the Safety Committee would get it as part of their other training.

Rock indicated, so the training element for each Safety Committee is that it has a Charter, conducts monthly meetings and does a walk through each quarter. Are the members of the Safety Committees all volunteers? Robin indicated in most areas yes but in locations like the Regions where there is only one person in that area, they are pretty much there by design.

Rock pointed back to the certification program. As a driver you get certified but you can lose that certification if you don't follow certain elements. This committee needs to produce something in our minutes that states "these Safety Committees are in good standing and these are the ones who have lost their certification because they have not met monthly, have not produced their minutes, and have not done their walk throughs." If that isn't in place, you will be where we are today.

Completion Tasks by next meeting:

- A. POI – Program of Instruction, (Outline) for manager training - Marc
- B. Outline for Safety Committee Training - Marc
- C. Gather who has charters and what those are - Robin
- D. Where we are on all safety minutes – Robin
- E. Create matrix of Managers/Supervisors – Robin
- F. Gather info on Risk Analysis programs - All

3. Next Meet Date: The next meeting is scheduled for Wednesday, September 3, 2008 at 10:00 AM in conference room 200 here at HQ.

/s/
Robin Webb
Safety Manager & Recorder

SAFETY MANAGEMENT TRAINING OUTLINE FOR MANAGERS AND FIRST LINE SUPERVISORS

Purpose: To provide all Oregon Military Department State Management Staff with a uniform level of knowledge skills and abilities to aid in the reduction of on the job injuries and reduce the workers compensation costs to the Department.

Training: All management staff will receive the outlined training over the next 24 months or sooner. Most classes will be 1-2 hrs in length. Some may run a half day due to subject matter and the knowledge level required to successfully complete the class. Some of the classes will take more the one session and will be broken down into smaller pieces.

Method: Training will be provided either thru: one on one or class room setting. From the contract consultant, OR-OSHA, SAIF, or on line (if it meets the outlines needs).

Mandatory: All the training is mandatory and must be completed within the allotted time frame for consistency and uniformity.

Training types: For the purpose of this outline there will be two types of training provided to the managers, General knowledge and Working Knowledge. The difference is one of demonstrated competency. For upper management several of the classes require the student have a general understanding of the subject matter so when in contact with other managers, who must utilize the information, they understand the subject matter to the extent they can provide guidance and proper priority to the issue. Working Knowledge provides a higher level of understanding of the subject matter and the capability to implement the information provided in each of the topics so the manager/supervisor may effectively assist line staff and other work leaders in reducing injuries and illnesses in the workplace.

TOPICS:

- 1) THE SAFE EMPLOYMENT ACT
- 2) OR-OSHA DIVISION 1
- 3) OR-OSHA DIVISION 2
- 4) ESSENTIAL ELEMENTS OF AN EFFECTIVE SAFETY AND HEALTH PROGRAM
- 5) 10 SIGNIFICANT FLAWS IN LOSS CONTROL
- 6) SAFETY COMMITTEES
- 7) SHORT ARTICLE ON "CULTURE DRIVES BEHAVIOR"
- 8) WORKPLACE SAFETY AND HEALTH MANAGEMENT PLAN FROM BOISE STATE
- 9) ASSESSING SAFETY AND HEALTH MANAGEMENT PROGRAMS FROM ILLINOIS

EIGHT ELEMENTS OF AN EFFECTIVE SAFETY AND HEALTH PROGRAM

1. MANAGEMENT COMMITMENT

- a. Written or otherwise effectively communicated policies and procedures regarding safety and health that are understood by the entire work force;
- b. Clear safety and health goals and objectives (desired results and the steps for meeting them), set and communicated to all levels of the organization;
- c. Clear examples of management leadership and commitment to safety and health; and
- d. Personnel have the necessary authority and resources to meet their responsibilities.

2. LABOR AND MANAGEMENT ACCOUNTABILITY

- a. All personnel are held accountable and all performance is addressed appropriately;
- b. Management sets an example by following company rules and addressing the safety behavior of others; and
- c. Company specific work rules are written, understood and followed by all staff.

3. EMPLOYEE INVOLVEMENT

- a. All personnel can make a positive impact and can describe their active roles in identifying and resolving safety and health issues;
- b. All personnel are knowledgeable about and involved in structured safety and health forum(s), i.e., safety committees, quality circles, etc.; and
- c. A comprehensive hazard reporting system exists and employees feel comfortable identifying and self-correcting hazards.

4. HAZARD IDENTIFICATION AND CONTROL

- a. In addition to corrective action, regular expert surveys result in updated hazard inventories; ergonomics, industrial hygiene and process safety hazards are routinely reviewed and addressed;

- d. All managers and supervisors have received formal training in Injury and Illness Prevention Plan management and demonstrate full understanding and can explain their roles.

7. SAFETY COMMITTEE

- a. Safety committees are in place in all areas needed to effectively implement employee and management involvement;
- b. Effective bylaws are in place to ensure management and all committee members understand and effectively carry out the policies and procedures of the committee;
- c. Management has put in place effective procedures to assist the committee in its duties and responsibilities;
- d. Management has implemented effective procedures to implement recommendations of the safety committee;
- e. Management has implemented effective procedures to ensure timely feedback is provided to the safety committee and all other employees;
- f. The safety committee is formed in such a manner that all regulations pertaining to the safety committee are followed.

8. PERIODIC PLAN EVALUATION

Procedures should include methods for the employer to use which drives continuous improvement and allows for new goal settings and objectives. A comprehensive review should be done at least once annually.

- b. Hazard controls are fully in place, known to and supported by the work force, with concentration on engineering controls, reinforced/enforced safe work procedures, administrative controls and personal protective equipment, in that order;
- c. Affected employees are involved in the process of hazard identification/change analysis; i.e., planned/new facilities, processes, materials or equipment considered high hazard;
- d. Job safety analysis/job hazard analysis exists for all jobs, processes or phases and employees have input and are involved in the process;
- e. Employees at all levels conduct frequent and varied inspections and all items are corrected and repeat hazards are rare;
- f. The facility is fully equipped for all emergencies. All systems are in place and regularly tested and all personnel are effectively trained and know how to respond;
- g. An emergency medical plan is in place and employees are aware of their duties and responsibilities at all times; and
- h. An effective preventive maintenance schedule is in place and is applicable to all equipment. Operators are trained to recognize maintenance needs and to perform/order maintenance on schedule.

5. INCIDENT/ACCIDENT INVESTIGATION

- a. All loss producing incidents and “near misses” are investigated. Root Causes are identified and corrected; and
- b. Injuries and illnesses are investigated and analyzed; employees are fully aware of incident trends, causes and means of prevention.

6. WORKER TRAINING

- a. High quality hazard training for employees, keeping current with regular updates;
- b. All employees understand their assigned safety and health responsibilities, and the ability to explain what is expected of them;
- c. All supervisors and managers assist in work site analysis, ensure physical protection, reinforce training, enforce discipline, and can explain work procedures based on training provided to them; and

SAFETY AND HEALTH MANAGEMENT OUTLINE

1. Essential elements of an effective safety program:
 - a) Integration
 - b) Management commitment
 - c) Employee involvement
 - d) Shared responsibility
 - e) Feedback systems
 - f) Accountability system
2. Oregon Safe Employment Act:
 - a) 654-015
 - b) 654-022
 - c) Employer liability law
3. Division 1:
 - a) Supervisory responsibility
 - b) Employer responsibility
 - c) Investigation of Accidents
 - d) Safety Committees
4. Areas for discussion or action:
 - a) Improved safety and health injury prevention
 - b) Reducing workers comp costs
 - c) Trust improvement
 - d) Improve effectiveness of safety and health work orders system
 - e) Developing effective safety and health priorities against other priorities
 - f) Delegation of authority or work
 - g) Trust
 - h) Controlling behaviors
 - i) Supporting the safety committee
5. Future meetings and agendas/topics/action planning activities
6. Discussion of an accident as a way to gauge our safety management performance