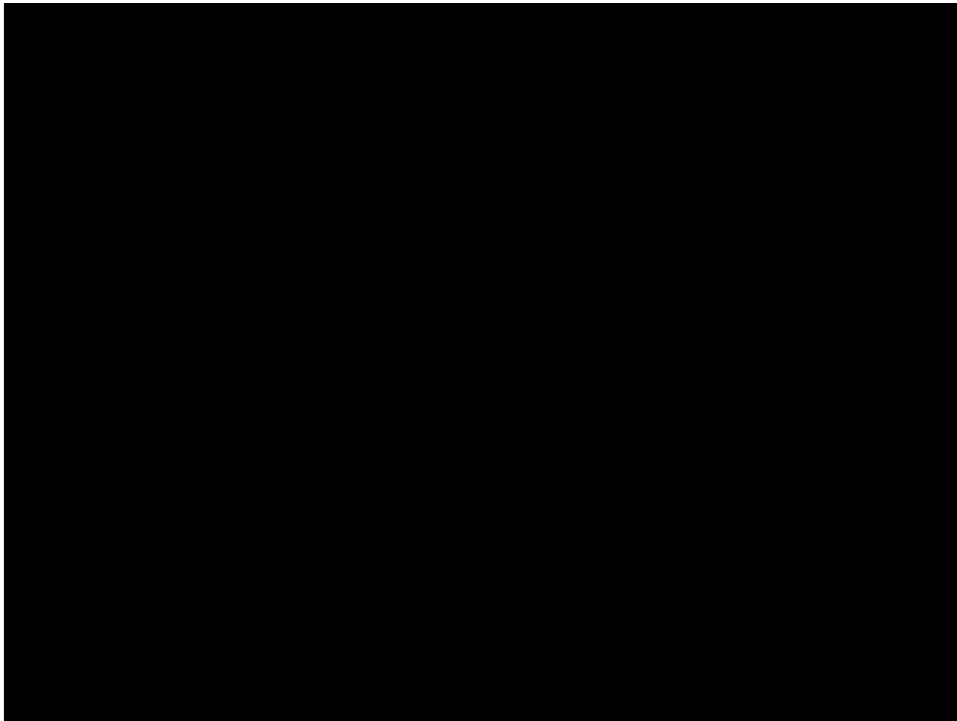


*AUSA
Army Installations
Symposium*



*Best Practices
to assist with
Work Force Accident and Cost
Reductions*

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Overview



- **Background**
- **Accident and Cost Drivers**
- **Systemic Findings**
- **Safety Management System Description....CRM?**
- **Workers Compensation**
- **Using a Team Approach**
- **Recap of Best Practices**
- **Conclusion**

Background



- Former U.S. Army Enlisted, NCO, Warrant Officer, and Commissioned Officer with 20 years of active-duty service mainly in Combat Arms, e.g., Armor and Aviation
- Former DoD Programs Director for Washington Group International
- Managed and conducted Baselines/Gap Analyses and implemented Integrated Safety Management Systems (ISMS) based on industry best practices for select DoD Facilities as part of the Congressionally Mandated Defense Employee Work Safety Demonstration Program (DEWSDP)
- Only contractor to assist two DoD/Navy Installations with implementing Integrated Management Systems (IMS) recognized by OSHA as Voluntary Protection Program (VPP) STAR and MERIT sites

Big Picture

- If a proper culture is in place....Safety is nothing more than effective management and conducting work properly
- If a proper culture is not in place....it takes more than Effective Management....it takes Effective Leadership....to create change
- If a clearly defined framework (with tools) is not established organizations are generally operating off ofluck, when it comes to accidents. The “Accident Roller-Coaster”

“Our Country Owes it to Them”

Preserving and Maximizing Resources

is Critical to Ensure

Soldiers and their Families are Afforded the Same Quality Services they Provide to their Nation

Accident and Cost Drivers

Cultural Mindset

Safety Office Practices (Consequence Management vs Prevention)

Compliance

Accountability

Programs are “stand-alone” and “stove-piped” with numerous players

Management

Complacency

Operations

No POAM to identify a path-forward for continuous Improvement

Production

Case Mgmt

No standardized Tool-Set for Civilian Work Force

Training

Occupational Health

Weak Process Management

Return To Work

Claims Mgt

Numerous Regulations

Employee Ownership?

Resources ?

Cost Mgmt

Safety

Other Accident and Cost Influencers



Morale

Personalities

Personal Issues

BRACs

RIFS

A-76 Studies

KSAs (Quals)

Burn-Out Level

CLS Process

To effect long-term culture change
consideration must be given to more than just “Safety”

Systemic Findings

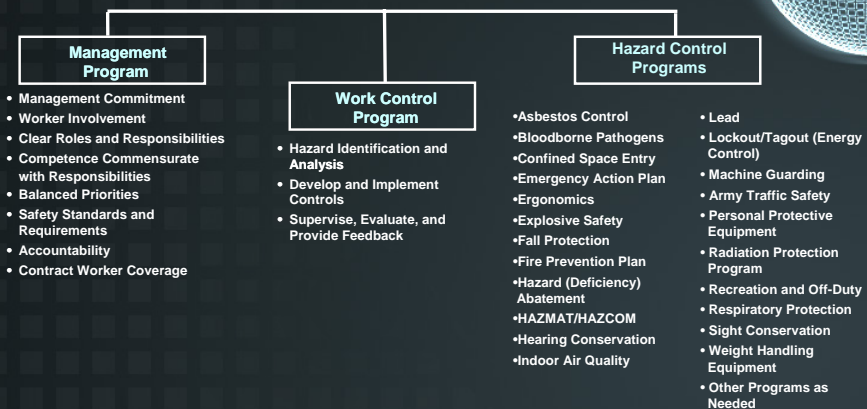


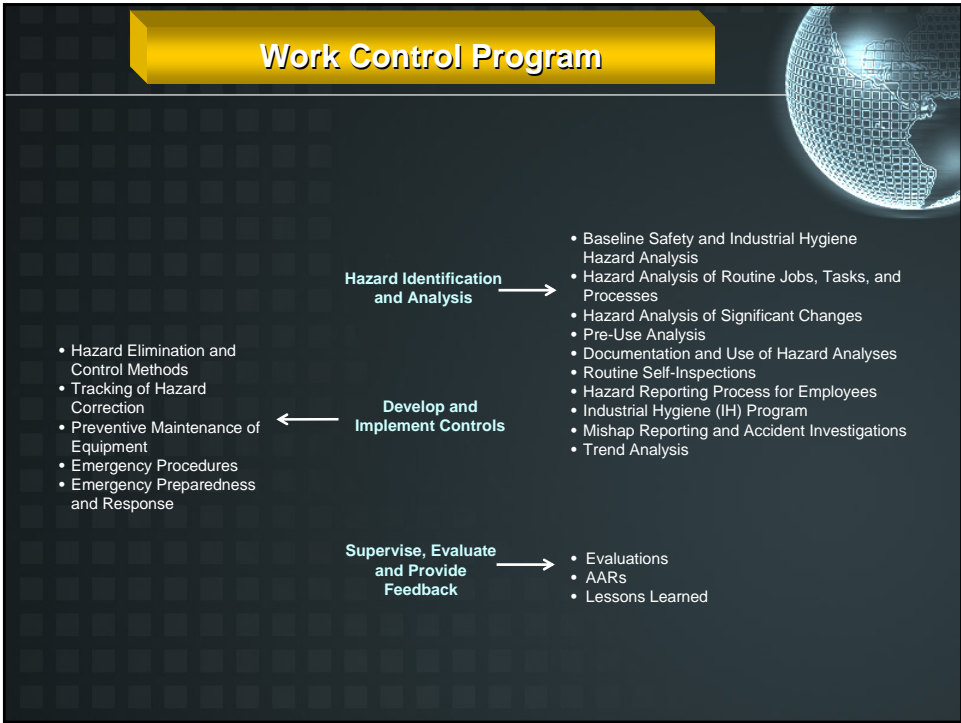
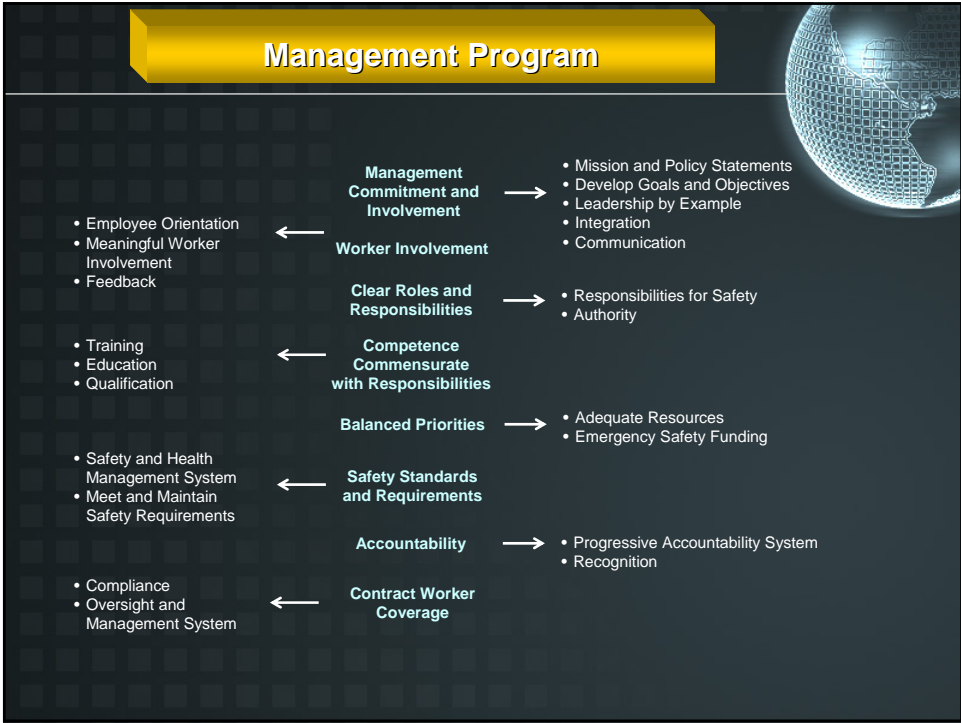
- There are numerous systems/programs and strategies to reduce accidents...Most have a common thread...just packaged differently (CRM, ISMS, IMS, BBS, VPP).
- Over the past decade the DoD has spent a significant amount of time and money on conducting Safety Pilot Programs, Baselines, GAP Analyses, and Surveys that all basically come to the same conclusions. These efforts have not significantly reduced accident rates
- Why? Which critical elements are missing?.....A clearly defined Safety Management System (SMS), CRM?...that provides a Tool-Set to assist with effective execution at the ground level. (In general, accidents will only be prevented by the people performing the work and their supervisors).
- No matter how elegant or effective a program may appear if it is perceived as too cumbersome or complicated at the supervisor level it has very little chance of getting off the ground..... Simplify and Target (SAT)

Systemic Findings

- The culture at most installations was one that perceived the Safety Office as being the “Driver” of Safety
- In general, workers were not actively involved in the development of their own safety programs. This led to a loss of ownership
- The OSHA Voluntary Protection Programs (VPP) is an OSHA Program that recognizes excellence in safety and health. It in itself, is not a SMS but rather a form of recognition of an organization’s current SMS.
 - ❖ Per TED 8.4. “The Occupational Safety and Health Administration (OSHA) on July 2, 1982, announced establishment of the Voluntary Protection Programs (VPP) to recognize and promote effective worksite-based safety and health management systems.”
 - ❖ While maintaining the current Army strategy of doing a better job of integrating the civilian work force it is advantageous for the Army to use CRM as its SMS for both military and civilians. This will ensure civilians are effectively incorporated into the “Total Force”. VPP is a good goal to shoot for....but there are cons that come with it.

Safety Management System...CRM?





Requirements & Tools

Sub-Element	Requirements	Reference	Tools
Hazard Analysis of Routine Jobs, Tasks, and Processes	Hazard analyses will be conducted on routine jobs, tasks and processes that: <ol style="list-style-type: none"> 1. Have written procedures. 2. Have had injuries/illnesses associated with them or have experienced significant incidents or near misses. 3. Are perceived as high-hazard tasks, i.e., they could result in a catastrophic explosion, electrocution, or chemical over-exposure. 4. Have been recommended by other studies and analyses for more in-depth analysis. 5. Are required by a regulation or standard. 6. The safety manager or participant determines that a hazard analysis is warranted 	IMCOM REG/PAM ?	JHA Program (Chapter 5) Installation Hazard Abatement Program (Chapter 3)
Hazard Analysis of Significant Changes	Hazard analysis of significant changes, including but not limited to non-routine tasks (such as those performed less than once a year), new processes, materials, equipment and facilities, will be conducted to identify hazards prior to the activity or use, and will lead to hazard elimination or control. If a non-routine or new task is eventually to be done on a routine basis, then a hazard analysis of this routine task should subsequently be developed.	IMCOM REG /PAM?	JHA Program (Chapter 5)
Pre-Use Analysis	When an installation is considering new equipment, chemicals, facilities, or significantly different operations or procedures, the safety and health impact to the employees will be reviewed. The level of detail of the analysis should be commensurate with the perceived risk and number of employees affected. This practice should be integrated in the procurement/design phase to maximize the opportunity for proactive hazard controls.	IMCOM REG/PAM ?	JHA Program (Chapter 5) Prevention and Control of Workplace Hazards (Chapter 6)

Sample Tool-Set

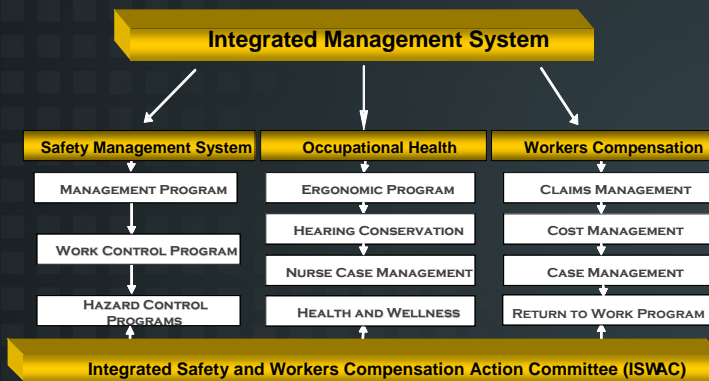
- **Policy/Written Program (Tool-Box)**
- **Implementation Plan with POAM**
- **Work Control Program**
 - **Job Hazard Analysis (JHA)**
SJHA and AJHA
 - **Management Assessment Program (MAP)...Supervisor/Worker Level**
 - **Worker Integrated Safety and Health (WISH) Group**
 - **Plan of the Week (POW)**
 - **Critique Program**
 - **Lessons Learned Program**
 - **Integrated Safety and Workers Compensation Action Committee (ISWAC)**
- **Action Guides**
- **PARS Safety Standard and Specific Evaluation Criterion**
- **Supervisor Desk Reference Guide**
- **Pre and Post Job Brief**
- **Permit to Work**
- **SOPs**
- **GAP Analysis**
- **Annual Self Assessment**
- **Safety Award Program**
- **Workers Compensation Program**
- **Health and Wellness Program**
- **Ergonomic Program**
- **Hearing Conservation Program**

Workers Compensation

- Most WC cost comes from long-term roll recipients that were injured years or even decades ago. Ensure PR, PW and PN medical reviews are conducted every year, two years, and three years, respectively.
- Breakout WC Cost by Date of Injury, (Helps determine if there is a safety issue, cultural or workers compensation issue). Is also a good measurement of current initiatives/programs.
- Hold Supervisors accountable for providing documentation to substantiate controverting a claim. The ICPA is responsible for being the “fair-broker” and administrator of the WC program.
- Use the Pipe-Line Program to assist with returning long-term roll recipients back to work.

Team Approach

Develop a “Team Approach” by using an Integrated Management System (IMS)...CRM?



Recap of Best Practices



- Effective execution of policy... Development of a Regulation/PAM that lays out a clearly defined program broken down by program elements, requirements and a standardized “toolset”
- Simplify and Target (SAT)...to make it palpable and executable at the ground level
- Increase Active Command Support and Supervisor/Worker Involvement (Action Guides)...get “Safety” out of the Safety Office”
- Safety Office Personnel become the owners of Hazard Control Programs and only oversee Management and Work Control Programs
- Management and Workers become the owners of Management and Work Control Programs

Recap of Best Practices



- Safety must be seen as everybody’s responsibility (*Managing Safely versus Managing Safety*)
- Transition from Consequence Management to Prevention Management (Both Program Elements and Metrics)
- The System should be based on the level of risk and cost
- Assign “Drivers” that are more than Managers.....need to be Leaders able to create change
- Provide focused training at the ground level to assist with proper execution of established tools (Train the Trainer)
- Most installations will need assistance (boots on the ground) to assist with implementation (Surge Requirements)...6-12 months. Needs to more than GAP Analyses and Baselines

Conclusion

Most of the pieces to the puzzle are usually there.....it's just a matter of establishing a clearly defined Framework and Plan of Action to effectively execute them at the ground level

