



NPSafe

Safe Acts & Attitudes Foster Excellence

Executive Occupational Safety and Health Overview

Participant Guide

Prepared by
NPS Risk Management Division

Revised May 24, 2006

Workshop Focus**Notes**

At the conclusion of this course, you should be able to:

- What are management's responsibilities under the OSHA Act and Presidential Executive Order?
- How can NPS senior management meet those responsibilities?
- What does the NPS occupational safety and health program and associated statistics look like?
- What is NPSafe and what management actions are suggested to implement this strategy at the regional and park level?

Regulations and Policies

- Occupational Safety and Health Act 1970
- Executive Order 12196 (Feb 1980)
- 29 CFR 1960
- DOI DM Part 485
- NPS DO 50B and Ref. Manual 50B

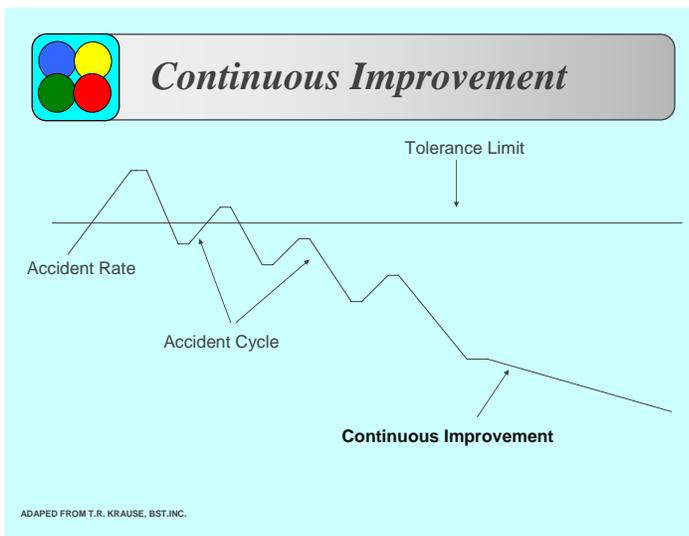
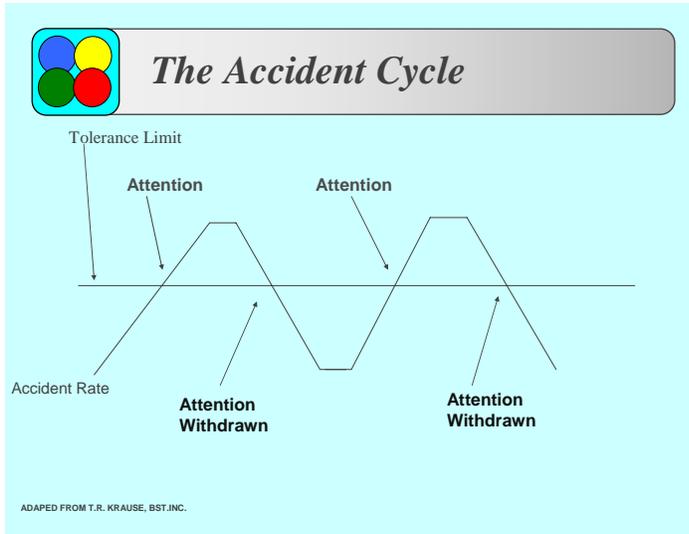
Executive Order 12196 (Feb 1980)

- Operate comprehensive occupational safety and health programs
- Provide safe and healthful working conditions
- Comply with all OSHA standards and regulations

*"What you are speaks so loudly, I cannot hear what you are saying."
- Ralph Waldo Emerson*

The Accident Cycle

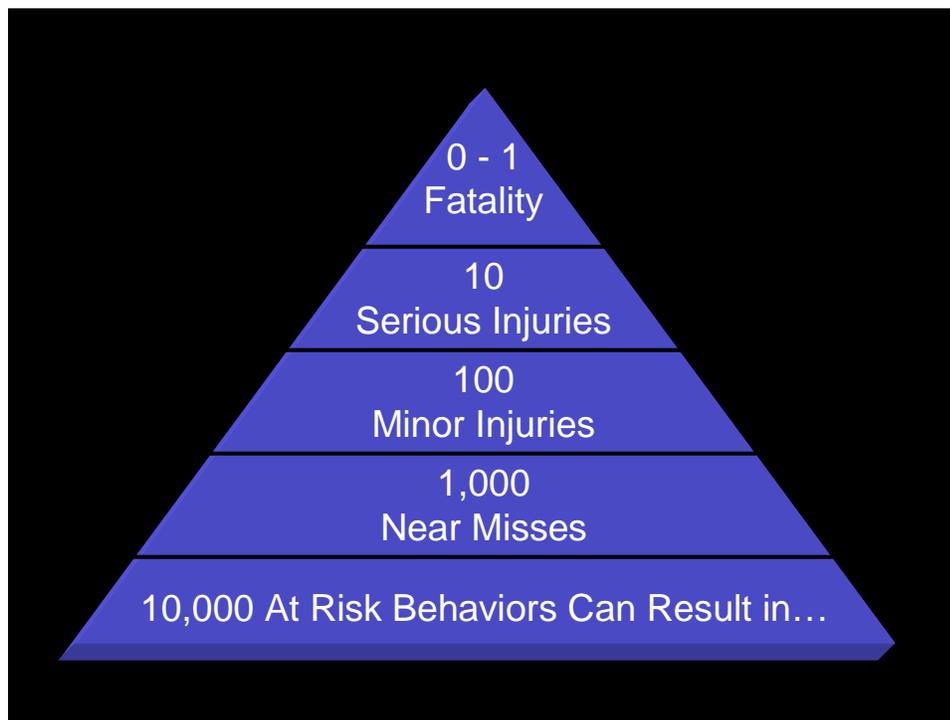
Notes



“The best way to teach is by example”
- Anonymous

The Accident Pyramid

Notes



What Encourages Employees to Choose At Risk Behaviors

- Mission pressures
- Pressure from coworkers
- Social norms
- Incentive programs and awards
- Pay systems

At Risk Behaviors May Be...

- Faster
- Easier
- More comfortable



What About My Actions?

As a senior NPS manager or leader, what actions am I taking that either encourage employees to choose to engage in at risk behaviors or discourage employees from choosing to engage in at risk behaviors?

Lagging and Leading Indicators

Notes

Lagging Indicators

1. DART (Formerly Lost Time Accidents)
 - Days Away
 - Restricted Duty
 - Transfer
2. Workers' compensation costs
3. Continuation of pay costs

Leading Indicators

- Do we have an effective safety committee?
- What % of supervisors/employees use the JHA process?
- How often are workplace safety inspections conducted?
- How quickly are identified hazards corrected?



Leading and Lagging Indicators

Take a moment and list your performance on lagging indicators. Then identify some of the leading indicators you can commit to using in order to create a stronger health and safety culture.

DART Cases in FY05 _____
 Workers' Compensation Costs in FY05 _____
 COP Costs in FY05 _____

Leading Indicators I Will Focus on During the Next 6 Months:

*"I'd rather see a sermon than hear one any day;
 I'd rather one should walk with me than merely tell the way."
 - Edgar A. Guest*

Suggested Management Actions**Notes**

Communication

Accountability and evaluation

Fiscal management

Safety inspections

Safety always

Where To Start?

Commitment

Executive Safety Committee

Development and implementation of regional / park NPSafe action plan.

NPS Risk Management Division

- Consulting with regional leadership
- Assistance during regional / park conferences with OSHA
- Assistance with serious accident investigations
- Training

Please complete the workshop evaluation at:

www.GovLearning.net/Evals

Appendix A: NPSafe - National Park Service Employee Safety and Health Implementation Plan (March 2004)

Vision

The NPS is widely recognized for providing world-class resource stewardship and visitor experiences. Just as the NPS excels at protecting natural and cultural resources and serving park visitors, the NPS can excel in providing our employees with a safe work environment. All employees deserve the opportunity to do their jobs safely and effectively so they can go home healthy at the end of the day to fully enjoy their lives and families.

Beliefs

- We believe that healthy productive employees are our most important resource, and employee safety is our most important value
- Injuries and occupational illnesses are unacceptable and all are preventable
- At risk behaviors can be eliminated
- Operating hazards and risks can be controlled
- Safety is everyone's responsibility
- Managing for safety excellence can enhance employee productivity, save millions of dollars in workers compensation costs, and improve overall management effectiveness.

Goals

- 1) The NPS becomes the safest place to work in DOI.
- 2) Safety is integrated into all NPS activities.
- 3) The NPS organizational culture values employee safety as much as it values protecting resources and serving visitors.
- 4) Employees, supervisors, and managers demonstrate unwavering commitment to continuous improvement in employee health and safety.

Appendix A: NPSafe - National Park Service Employee Safety and Health Implementation Plan (March 2004)

Objectives, Measures, and Actions	
OBJECTIVE #1:	1. Managerial decisions and actions demonstrate a commitment and dedication to the health and safety of the employees of the Service.
MEASURES:	<ul style="list-style-type: none"> 1) <i>Sustainable resource allocation,</i> 2) <i>Safety personnel reporting relationships</i>
ACTIONS:	<ul style="list-style-type: none"> a) Communicate vision clearly and continually; b) Continually evaluate and communicate the progress of the program; c) Provide/attend safety awareness training for senior leadership; d) Monitor employee/unit performance, disseminate results, recognize successes, and take corrective actions when needed; e) Incorporate safety as a critical result in all managers' and supervisors' performance plans; f) Ensure safety personnel, including collateral duty assignments, report directly to the senior manager at each organizational level of the service; g) Provide funding at parks for safety programs; and, h) Incorporate safety into all decision-making processes, including NPS management policies and core value statements.
OBJECTIVE #2:	2. Employees, supervisors, and managers are knowledgeable of the NPS safety vision, are involved in the safety program, and demonstrate the competencies to get the job done safely.
MEASURES:	<ul style="list-style-type: none"> 1) <i>Ability to articulate the vision & responsibilities when asked,</i> 2) <i>Responsibilities articulated in performance plan and successfully achieved,</i> 3) <i>Audit findings</i>
ACTIONS:	<ul style="list-style-type: none"> a) Develop self-assessment and feedback mechanism(s) for the continuous improvement of individuals' safety ethos; b) Ensure safety is integrated into all career field core competencies; c) Incorporate safety as a critical result in all employees' performance plans; d) Identify training to be developed and delivered; e) Develop employee and use safety and health orientation checklist identifying job specific hazards and safety concerns; f) Integrate audit findings into existing performance management and training processes; g) Incorporate safety into all decision-making processes; and, h) Monitor employee/unit performance, recognize successes, and take corrective actions when needed.

Appendix A: NPSafe - National Park Service Employee Safety and Health Implementation Plan (March 2004)

Objectives, Measures, and Actions	
OBJECTIVE #3:	3. Every park and program unit has consistent and timely access to Safety and Industrial Hygiene resources/services.
MEASURES:	1) <i>Funding requests are submitted for resources to implement and manage NPSafe.</i>
ACTIONS:	a) Define core competencies and training requirements for collateral duty safety officers and professional safety personnel; b) Staffing plan: Included behind this document
OBJECTIVE #4:	4. Every park and program unit implements a comprehensive and effective safety program per DO 50-B.
MEASURES:	1) <i>Completed documentation,</i> 2) <i>Audit findings,</i> 3) <i>Employee awareness of program</i>
ACTIONS:	a) Define components of a safety program and provide guidance/templates to park and program units in the establishment of a program; b) Ensure all levels of NPS employees, supervisors, and managers understand their roles and responsibilities in implementing a safety program; c) Ensure all employees and supervisors are aware of and control their job hazards; and, d) WASO, regions, parks and program units conduct audits to assess the effectiveness of safety programs.
OBJECTIVE #5:	5. All non-NPS organizations performing work in parks must operate safety programs that meet all applicable standards and guidelines.
MEASURES:	1) <i>BLS sic code rate below industry average,</i> 2) <i>Audit findings (as per DO 48, DO 50 and DO 13B)</i>
ACTIONS:	a) Parks conduct annual overall reviews of concessionaire' safety programs; b) Obtain safety experience data (sic codes) for all concessionaire, IBP's, in-park cooperating associations, and contractors; c) Obtain site-specific safety plans for concessions, IBP's, in-park cooperating associations, contractors, and permittees; and d) Integrate data collected per sub-paragraphs 5a and 5b into the contracting process.

Appendix A: NPSafe - National Park Service Employee Safety and Health Implementation Plan (March 2004)

Objectives, Measures, and Actions	
OBJECTIVE #6:	6. NPS has no fatalities and its “lost time incident rate” and “total incident rate” are below all other DOI agencies, and COP and OWCP rates per FTE show significant downward trends.
MEASURES:	<ol style="list-style-type: none"> 1) <i>COP rates,</i> 2) <i>OWCP rates,</i> 3) <i>Lost time incident rates,</i> 4) <i>Total incident rates</i>
ACTIONS:	<ol style="list-style-type: none"> a) Achieve results within five years. b) Use available data to determine rates and costs to measure progress. c) Conduct ongoing trends analysis to identify leading causes of injuries and illnesses. Focus corrective actions accordingly. d) Conduct annual reviews of the state of safety excellence and provide annual reports to the NLC and all NPS employees.

Appendix A: NPSafe - National Park Service Employee Safety and Health Implementation Plan (March 2004)

Role: NPS Director	
Responsibilities	Timeline
<ul style="list-style-type: none"> • Communicate vision clearly and continually per NLC Risk Management sub-committee recommendations 	Roll-out: April 04 – ongoing
<ul style="list-style-type: none"> • Continually evaluate the progress of the program (subjective criteria and objective measures) 	Begin June 04 – ongoing
<ul style="list-style-type: none"> • Attend and present vision at safety awareness training for senior leadership 	Jun 04 – Jan 05 (ongoing for new leadership)
<ul style="list-style-type: none"> • Monitor employee/unit performance, recognize successes, and take corrective actions when needed 	Begin June 04 – ongoing
<ul style="list-style-type: none"> • Incorporate safety as a critical result in all managers' performance plans 	October 05 – henceforth
<ul style="list-style-type: none"> • Ensure safety personnel, including collateral duty assignments, report directly to senior management at each level of the service 	April 04
<ul style="list-style-type: none"> • Ensure requests are submitted for adequate funding at parks for safety programs 	Oct 04
<ul style="list-style-type: none"> • Incorporate safety into all decision-making processes (e.g. management policies and core values) 	Begin April 04 – ongoing
<ul style="list-style-type: none"> • Incorporate safety as a critical result in all employees' performance plans 	October 05
<ul style="list-style-type: none"> • Reduce lost time incident and total incident rates below all other DOI agencies, and COP, OWCP rates per FTE show significant downward trends. 	By Jan 09

Appendix A: NPSafe - National Park Service Employee Safety and Health Implementation Plan (March 2004)

Role: National Leadership Council (NLC)	
Responsibilities	Timeline
<ul style="list-style-type: none"> • Communicate vision clearly and continually to subordinates in management and staff positions 	Roll-out: April 04 – ongoing
<ul style="list-style-type: none"> • Continually evaluate the progress of the program 	Begin June 04 – ongoing
<ul style="list-style-type: none"> • Attend safety awareness training for senior leadership 	Jun 04 – Jan 05 (ongoing for new leadership)
<ul style="list-style-type: none"> • Monitor employee/unit performance, recognize successes, and take corrective actions when needed 	Begin June 04 – ongoing
<ul style="list-style-type: none"> • Incorporate safety as a critical result in all managers' performance plans 	October 05 – henceforth
<ul style="list-style-type: none"> • Ensure requests are submitted for adequate funding at parks for safety programs 	Oct 04
<ul style="list-style-type: none"> • Incorporate safety into all decision-making processes, including NPS management policies and core value statements 	Begin April 04 – ongoing
<ul style="list-style-type: none"> • Reduce lost time incident and total incident rates below all other DOI agencies, and COP, OWCP rates per FTE show significant downward trends. 	By Jan 09

Appendix A: NPSafe - National Park Service Employee Safety and Health Implementation Plan (March 2004)

Role: Regional Directors	
Responsibilities	Timeline
<ul style="list-style-type: none"> • Communicate vision clearly and continually 	Roll-out: April 04 – ongoing
<ul style="list-style-type: none"> • Continually evaluate the progress of the program 	Begin June 04 – ongoing
<ul style="list-style-type: none"> • Attend safety awareness training for senior leadership 	Jun 04 – Jan 05 (ongoing for new leadership)
<ul style="list-style-type: none"> • Monitor employee/unit performance, recognize successes, and take corrective actions when needed 	Begin June 04 – ongoing
<ul style="list-style-type: none"> • Incorporate safety as a critical result in all managers' performance plans 	October 05 – henceforth
<ul style="list-style-type: none"> • Ensure safety personnel, including collateral duty assignments, report directly to senior management at each level of the Region 	April 04
<ul style="list-style-type: none"> • Ensure requests are submitted for adequate funding at parks for safety programs (equivalent of 1% of ONPS at park level suggested) 	Oct 04
<ul style="list-style-type: none"> • Incorporate safety into all decision-making processes, including regional directives, management policies, and core values 	Begin April 04 – ongoing
<ul style="list-style-type: none"> • Incorporate safety as a critical result in all employees' performance plans 	October 05
<ul style="list-style-type: none"> • Ensure all levels of employees understand their roles and responsibilities in implementing a safety program 	By July 04
<ul style="list-style-type: none"> • Regions, parks and program units conduct audits to assess the effectiveness of safety programs 	Complete baseline self-audits by April 05
<ul style="list-style-type: none"> • Use available data to determine rates and costs to measure progress 	Determine initial benchmark in April 04; Obtain rates: Oct 04; Reassess: Jan 05
<ul style="list-style-type: none"> • Conduct ongoing trends analysis to identify leading causes of injuries and illnesses. Focus corrective actions accordingly 	Analyze trends: April 04; Implement corrective action by Oct 04; Ongoing
<ul style="list-style-type: none"> • Reduce lost time incident and total incident rates by 5% annually, and COP, OWCP rates per FTE show significant downward trends. 	By Jan 09

Appendix A: NPSafe - National Park Service Employee Safety and Health Implementation Plan (March 2004)

Role: Superintendents	
Responsibilities	Timeline
<ul style="list-style-type: none"> • Communicate vision clearly and continually 	Roll-out: April 04 – ongoing
<ul style="list-style-type: none"> • Continually evaluate the progress of the program 	Begin June 04 – ongoing
<ul style="list-style-type: none"> • Attend safety awareness training for senior leadership <ul style="list-style-type: none"> - Ensure senior regional staff members and park management teams attend safety awareness training. 	Jun 04 – Jan 05 (ongoing for new leadership)
<ul style="list-style-type: none"> • Monitor employee/unit performance, recognize successes, and take corrective actions when needed 	Begin June 04 – ongoing
<ul style="list-style-type: none"> • Incorporate safety as a critical result in all managers' performance plans 	October 05 – henceforth
<ul style="list-style-type: none"> • Ensure safety personnel, including collateral duty assignments, report directly to Superintendents office in the performance of their safety duties 	April 04
<ul style="list-style-type: none"> • Incorporate safety into all decision-making processes 	Begin April 04 – ongoing
<ul style="list-style-type: none"> • Incorporate safety as a critical result in all employees' performance plans 	October 05
<ul style="list-style-type: none"> • Ensure requests are submitted for adequate funding at parks to implement and manage NPSafe. 	Oct 04
<ul style="list-style-type: none"> • Integrate audit findings into existing performance management and training processes 	Begin audits Oct 05; Integration begins Oct 06 – ongoing
<ul style="list-style-type: none"> • Ensure all levels of employees understand their roles and responsibilities in implementing a safety program 	By July 04
<ul style="list-style-type: none"> • Ensure all employees are aware of and control their job hazards 	Program roll-out: June 05 – ongoing
<ul style="list-style-type: none"> • Parks and program units conduct audits to assess the effectiveness of safety programs 	Complete baseline self-audits by April 05
<ul style="list-style-type: none"> • Obtain site-specific safety plans for concessions, IBP's, in-park cooperating associations, contractors, and permittees 	April 04 – July 04
<ul style="list-style-type: none"> • Parks conduct annual overall reviews of concessionaires' safety programs 	Begin June 04 – ongoing

Role: Superintendents	
Responsibilities	Timeline
<ul style="list-style-type: none"> Obtain safety experience data (sic codes) for all concessionaires, IBP's, and in-park cooperating associations. Include safety experience data in contracting process 	Begin June 04 – ongoing
<ul style="list-style-type: none"> Use available data to determine rates and costs to measure progress 	Determine initial benchmark in April 04; Obtain rates: Oct 04; Reassess: Jan 05
<ul style="list-style-type: none"> Conduct ongoing trends analysis to identify leading causes of injuries and illnesses. Focus corrective actions accordingly 	Analyze trends: April 04; Implement corrective action by Oct 04; Ongoing
<ul style="list-style-type: none"> Reduce lost time incident, COP, OWCP, and total incident rates by 5% annually 	By Jan 05

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Role: Division Chiefs	
Responsibilities	Timeline
<ul style="list-style-type: none"> • Communicate vision clearly and continually 	Roll-out: April 04 – ongoing
<ul style="list-style-type: none"> • Monitor employee/unit performance, recognize successes, and take corrective actions when needed 	Begin June 04 – ongoing
<ul style="list-style-type: none"> • Incorporate safety as a critical result in all managers' and supervisors' performance plans 	October 05 – henceforth
<ul style="list-style-type: none"> • Incorporate safety into all decision-making processes 	Begin April 04 – ongoing
<ul style="list-style-type: none"> • Incorporate safety as a critical result in all employees' performance plans 	October 05
<ul style="list-style-type: none"> • Ensure requests are submitted for adequate funding of required safety programs and safety training 	Oct 04
<ul style="list-style-type: none"> • Integrate audit findings into existing performance management and training processes 	Begin audits Oct 05; Integration begins Oct 06 – ongoing
<ul style="list-style-type: none"> • Ensure all levels of employees understand their roles and responsibilities in implementing a safety program 	By August 04
<ul style="list-style-type: none"> • Ensure all employees are aware of and control their job hazards 	Program roll-out: June 05 – ongoing
<ul style="list-style-type: none"> • Reduce lost time incident and total incident rates below by 5% annually. 	By Jan 05

Appendix A: NPSafe - National Park Service Employee Safety and Health Implementation Plan (March 2004)

Role: Line Supervisors	
Responsibilities	Timeline
<ul style="list-style-type: none"> • Monitor employee/unit performance, recognize successes, and take corrective actions when needed 	Begin June 04 – ongoing
<ul style="list-style-type: none"> • Incorporate safety into all decision-making processes 	Begin April 04 – ongoing
<ul style="list-style-type: none"> • Incorporate safety as a critical result in all employees' performance plans. 	October 05
<ul style="list-style-type: none"> • Develop and use employee safety and health orientation checklist identifying job specific hazards and safety concerns 	Begin Oct 05; Pilot programs & template development: ongoing; Complete by Oct 06
<ul style="list-style-type: none"> • Develop and continuously improve Job Hazard Analyses for all tasks 	Begin audits Oct 05; Integration begins Oct 06 – ongoing
<ul style="list-style-type: none"> • Integrate audit findings into existing performance management and training processes 	By Aug 04
<ul style="list-style-type: none"> • Ensure all levels of employees understand their roles and responsibilities in implementing a safety program 	Program roll-out: June 05 – ongoing
<ul style="list-style-type: none"> • Ensure all employees are aware of and control their job hazards 	April 04 - ongoing
<ul style="list-style-type: none"> • Investigate all accidents and near misses, and implement corrective actions for identified hazards 	Oct 04 and ongoing
<ul style="list-style-type: none"> • Reduce lost time incident and total incident rates by 5% annually. 	By Jan 05

Appendix A: NPSafe - National Park Service Employee Safety and Health Implementation Plan (March 2004)

Role: Employees	
Responsibilities	Timeline
<ul style="list-style-type: none"> • Collaborate with supervisor on Job Hazard Analyses development and use of employee safety and health orientation checklist 	April 04 - ongoing
<ul style="list-style-type: none"> • Integrate audit findings into existing performance management and training processes 	Begin Oct 05; Pilot programs & template development: ongoing; Complete by Oct 06
<ul style="list-style-type: none"> • Incorporate safety into all decision-making processes and job tasks 	April 04 – ongoing
<ul style="list-style-type: none"> • Ensure all levels of employees understand their roles and responsibilities in implementing a safety program 	Program roll-out: June 05 – ongoing
<ul style="list-style-type: none"> • Ensure all employees are aware of and control their job hazards 	April 04 - ongoing
<ul style="list-style-type: none"> • Identify and report hazards to immediate supervisor or park management. 	Immediately and ongoing

Appendix A: NPSafe - National Park Service Employee Safety and Health Implementation Plan (March 2004)

Role: Safety Officers	
Responsibilities	Timeline
<ul style="list-style-type: none"> • Continually evaluate the progress of the program 	Begin June 04 – ongoing
<ul style="list-style-type: none"> • Develop self-assessment mechanism(s) for the continuous improvement of individuals 	Begin April 04 – fully implemented by April 05
<ul style="list-style-type: none"> • Ensure safety is in all career field core competencies 	Begin April 04 – fully implemented by April 05
<ul style="list-style-type: none"> • Identify training to be developed and delivered 	Begin Oct 04; Development complete by April 05; Delivery: ongoing
<ul style="list-style-type: none"> • Develop employee safety and health orientation checklist identifying job specific hazards and safety concerns 	Begin Oct 05; Pilot programs & template development: ongoing; Complete by Oct 06
<ul style="list-style-type: none"> • Integrate audit findings into existing performance management and training processes 	Begin audits Oct 05; Integration begins Oct 06 – ongoing
<ul style="list-style-type: none"> • Incorporate safety into all decision-making processes 	April 04 – ongoing
<ul style="list-style-type: none"> • Define and receive required training necessary to be effective in performance of duties. 	April 04 and ongoing
<ul style="list-style-type: none"> • Ensure all employees are aware of and control their job hazards 	Program roll-out: June 05 – ongoing
<ul style="list-style-type: none"> • WASO, regions, parks and program units conduct audits to assess the effectiveness of safety programs 	Complete baseline self-audits by April 05
<ul style="list-style-type: none"> • Reduce lost time incident and total incident rates by 5% annually; COP, OWCP rates per FTE show significant downward trends. 	By Jan 05

Appendix A: NPSafe - National Park Service Employee Safety and Health Implementation Plan (March 2004)

Role: WASO Risk Management	
Responsibilities	Timeline
<ul style="list-style-type: none"> Define components of a safety program and provide guidance/templates to park and program units in the establishment of a program 	April 04 – July 04
<ul style="list-style-type: none"> Provide safety awareness training for senior leadership 	Jun 04 – Jan 05 (ongoing for new leadership)
<ul style="list-style-type: none"> Provide material and resources to support the NPS national risk management program objectives and actions 	Program development: April 04 – Jan 05; Roll-out to parks and regions complete by June 05; Efforts ongoing
<ul style="list-style-type: none"> WASO conducts audits to assess the effectiveness of safety programs 	Develop self-audit tool by Oct 04; Complete baseline self-audits by April 05
<ul style="list-style-type: none"> Use available data to determine rates and costs to measure progress 	Determine initial benchmark in April 04; Obtain rates: Oct 04; Reassess: Jan 05
<ul style="list-style-type: none"> Define core competencies and training requirements for collateral duty safety officers and professional safety personnel. 	April 04-Sept 04
<ul style="list-style-type: none"> Conduct ongoing trends analysis to identify leading causes of injuries and illnesses. Focus corrective actions accordingly. 	Analyze trends: April 04; Implement corrective action by Oct 04; Ongoing
<ul style="list-style-type: none"> Conduct annual reviews of the state of safety excellence and provide an annual report to the NLC and all NPS employees 	Conduct baseline review: April 04; Distribute annual report: Jan 05
<ul style="list-style-type: none"> Provide process and focus to reduce lost time incident, COP, OWCP, and total incident rates below all other DOI agencies 	By Jan 09

Appendix A: NPSafe - National Park Service Employee Safety and Health Implementation Plan (March 2004)

Role: Others	
Responsibilities	Timeline
<ul style="list-style-type: none"> • Training & Development: Continually evaluate the progress of the program (with safety community) 	Begin June 04 – ongoing
<ul style="list-style-type: none"> • Budget requests are submitted to ensure adequate funding to implement and manage NPSafe. 	Oct 06
<ul style="list-style-type: none"> • Training & Development: Ensure safety is in all career field core competencies 	Begin April 04 – fully implemented by April 05
<ul style="list-style-type: none"> • Training & Development: Coordinate with the Division of Risk Management to develop and deliver required safety and occupational health training. 	Begin Oct 04; Development complete by April 05; Delivery: ongoing
<ul style="list-style-type: none"> • Training & Development: Define core competencies and training requirements for collateral duty safety officers and professional safety personnel 	April 04 – Sept 04
<ul style="list-style-type: none"> • Concessions Manager, Contracting Officer, Research Permit Coordinator: Obtain site-specific safety plans for concessions, IBP's, in-park cooperating associations, contractors, and permittees 	April 04 – Oct 04