



NPSafe

Safe Acts & Attitudes Foster Excellence

NPSafe Overview for NPS Leadership:

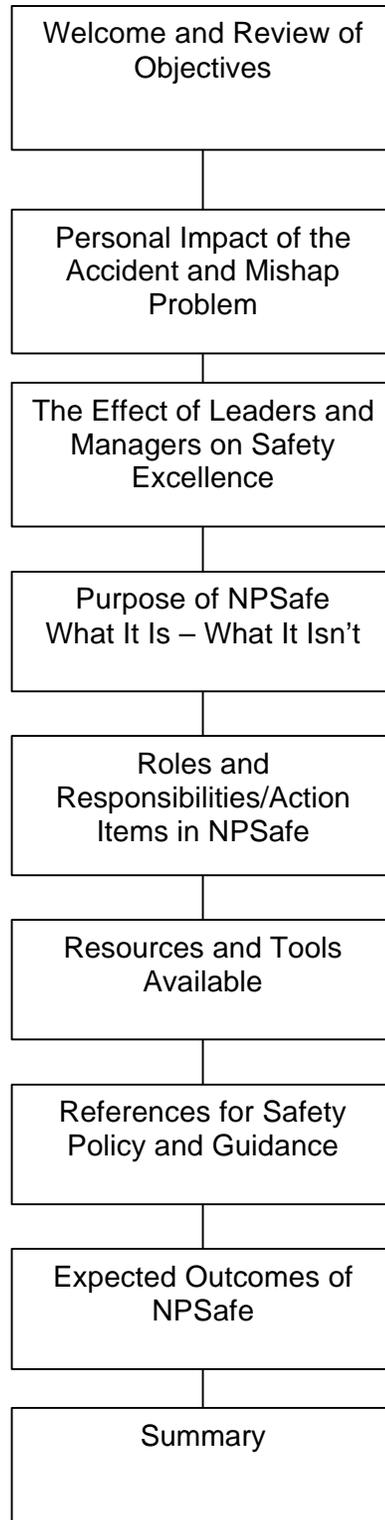
Managing for Safety Excellence Is The Right Thing To Do!

TELNPS Participant Guide

Prepared by
NPS Risk Management Division

Revised August 14, 2004

NPSafe Overview for NPS Leadership: Managing for Safety Excellence Is The Right Thing To Do! Course Map



How to Interact with the Instructor

We encourage you to ask questions and share your comments with the instructors throughout this TELNPS course.

If you were physically in the classroom with the instructor, you would raise your hand to let him know you had a question or comment. Then you would wait for the instructor to recognize you and ask for your question. We are all familiar with that “protocol” for asking questions or making comments.

With TELNPS courses there is also a “protocol” to follow to ensure you can easily ask questions and others can participate as well. It may seem a little strange at first asking a question of a TV monitor. Remember, it is the instructor you are interacting with and not the monitor. As you ask more questions and participate in more TELNPS courses, you will soon be focusing only on the content of your question and not the equipment you are using to ask it.

As part of the TEL station equipment at your location, there are several push to talk microphones. Depending on the number of students at your location, you may have one directly in front of you or you may be sharing one with other students at your table.

*When you have a question, press the push to talk button and say,
“Excuse me [instructor’s first name], this is [your first name]
at [your location]. I have a question (or I have a comment).”
Then release the push to talk button. This is important.
Until you release the button, you will not be able to hear the instructor.*

The instructor will acknowledge you and then ask for your question or comment. Stating your name and location not only helps the instructor, but also helps other students who are participating at different locations to get to know their classmates.

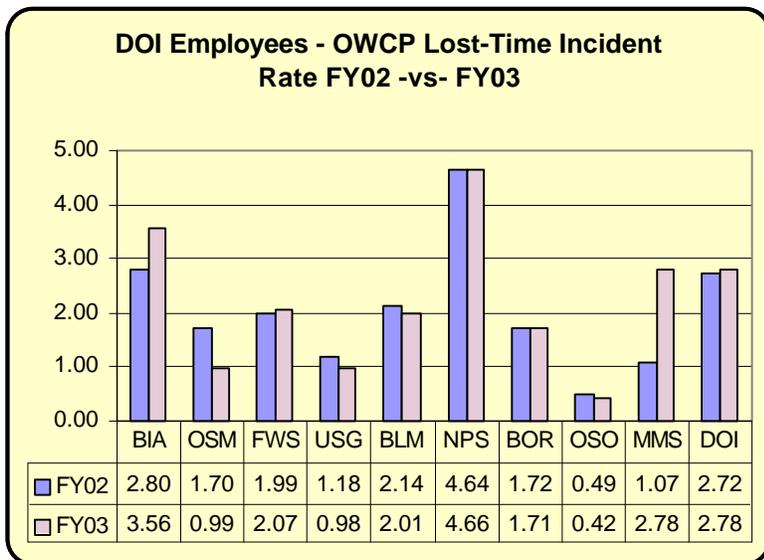
Course Objectives**Notes**

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

1. Explain the extent of the accident and mishap problem within the NPS and the impact that accidents can have on the individual employee, their family and coworkers.
2. Describe the effect that NPS leaders and managers can have on safety awareness within their organization.
3. Explain the purpose of NPSafe.
4. List the roles and responsibilities that NPS leaders, supervisors and employees have in implementing the NPSafe program.
5. Discuss the major action items that are part of NPSafe and the timelines for completion of those items.
6. List the resources and tools that are available to assist in the implementation of the NPSafe program.
7. List the references for safety policy and guidance.
8. List the goals and expected outcomes of NPSafe.

Personal Impact of Accident and Mishap Problem

Notes



In FY2003, the National Park Service had an average of ____ recordable injuries each day. Of those injuries, ____ were serious enough to prevent the employee from returning to work the next day.

“Insanity is continuing to do the same thing you have always done and expecting different results.” - Anonymous

If we only think of safety in terms of numbers of accidents, lost workdays and medical costs, we probably will continue to have about the same results.

“Safety is all about people...and people not getting hurt!”

As leaders and supervisors, we have a special responsibility to manage the risks that our employees are exposed to. If we fail to manage those risks, then it is probable that someone is going to get hurt and it is going to end up affecting a spouse, family member or co-worker as well.

Two Questions:

1. What actions can I take to better manage the risks that my employees are exposed to so they do not experience an accident or injury?
2. How can I make sure that taking those actions is truly a high priority?

Lessons Learned, Nov 2001, Maintenance Worker, C&O Canal NHP (Appendix F)

The Effect of Leaders and Managers on Safety Awareness

Notes

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

*“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

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

“It's not enough to talk the talk, you must walk the walk!”
- Anonymous

Our employees watch our actions to see what our priorities really are. Do we really think that doing a job safely is the most important thing or are we willing to cut corners to get the job done faster or cheaper?

What is the message being sent in the scenarios below?

1. A superintendent of a park forms an executive safety committee but rarely attends because he or she is busy taking care of other “high priority projects” that need “special attention”.
2. A shop supervisor purchases several “Eye Protection Required” signs and has them posted in areas where there are hazards. The supervisor often goes into these areas to visit with employees without putting on eye protection.



What Doesn't Work – Ineffective Messages?

Come up with your own example of what NOT to do when it comes to trying to influence others to create a safe workplace. What is an example of INEFFECTIVE safety leadership? Think of a realistic situation and write it down. Discuss it with classmates at your location. Of course, all of the situations you share will be hypothetical and any resemblance to actual persons will be purely coincidental.

NPSafe: What It Is and What It Isn't**Notes**

Development of NPSafe

- Working group from the field
- Superintendents, deputy superintendents, safety managers
- Plan needed to be realistic and feasible
- Plan needed to provide direction

NPSafe is

- NOT a new initiative
- NOT a new safety program
- NOT requiring that existing safety efforts be discarded

NPSafe

- Service wide action plan
- Map and compass to get from current state to desired state
- Helps us renew our commitment to safety
- Identifies action items at all levels
- Gives us timelines for completing actions
- Plan for achieving the goal of making the NPS the safest place to work in DOI

NPSafe is the National Park Service Employee Safety and Health Implementation Plan (See Appendix B)

Action items in NPSafe were selected by analyzing the best practices of organizations that have succeeded in achieving a high level of safety excellence.

NPSafe Roles and Responsibilities/Action Items

Notes

Communicate the Vision Clearly and Continually (1A)

The NPSafe 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.”

Communicating the Vision

- Put at top of agenda for regularly scheduled meetings
- Schedule meetings specifically to communicate the vision
- Management “walkarounds”

Management “Walkarounds”

- Do it yourself
- Be prepared (Check SMIS first, PPE, etc.)
- Observe (Equipment, work practices, “how does it look”?)
- Recognize good things that are happening
- Housekeeping (Tools lying around, clutter, etc.)
- Interact with the employees

“Walkarounds” Questions

- What are you doing here?
- What are the hazards?
- How are you controlling them?

Personal Assessment – How Well Am I Currently Doing? Communicating the Vision Clearly and Continually (1A)											
Not Very Well At All	1	2	3	4	5	6	7	8	9	10	Extremely Well

NPSafe Roles and Responsibilities/Action Items

Notes

Incorporating Safety In All Performance Plans (1E and 2C)

Performance Plans

- Done on an annual basis
- Provide clear picture of results to be accomplished in rating period
- Provide accountability
- Include critical results related to safety

Supervisory Performance Plan - Sample Safety and Health Critical Results

Coordinates development of safety procedures of work activities; ensures safety standards are implemented and enforced; inspects facilities to ensure compliance; ensures that all employees are fully trained and qualified to perform work safely; ensures that safety is integrated into all activities and functions; identifies job related hazards and ensures that JHA's are prepared to mitigate risks; establishes working culture that encourages employee participation in safety and health program; personally investigates the cause of employee accidents and enters data into SMIS; and establishes a system of accountability for risk management.

Non-Supervisory Performance Plan - Sample Safety and Health Critical Results

Practices established safety and occupational health procedures; properly uses and maintains PPE; takes initiative for their own safety and health and that of co-workers; identifies and, where appropriate, corrects unsafe conditions and work practices; reports unsafe/unhealthy conditions and/or operations; immediately reports incidents, including minor accidents and near-misses to supervisor; and helps to establish an effective safety and health working culture.

Personal Assessment – How Well Am I Currently Doing? Incorporating Safety In All Performance Plans (1E and 2C)											
Not Very Well At All	1	2	3	4	5	6	7	8	9	10	Extremely Well



What About Those You Rate?

Refer to the examples of critical results above. Think of an employee that you are responsible for rating. Choose one of the examples above or create a draft critical result of your own that you feel would be appropriate to include in their performance plan. Be prepared to share with your classmates the critical result and why you chose it.

NPSafe Roles and Responsibilities/Action Items

Notes

Identify Training To Be Developed and Delivered (2D)

Training

- Better to deliver training that prevents incidents than training that responds to accidents
- New employees
- New equipment
- Change in job responsibilities

What training might be needed to ensure that employees are able to perform their jobs safely?

Training Resources

- On-site courses
- TELNPS Courses (See Appendix C)
- OSHA Training Institutes

http://www.osha.gov/fso/ote/training/edcenters/edcenter_contact.html

Personal Assessment – How Well Am I Currently Doing? Identify Training To Be Developed and Delivered (2D)											
Not Very Well At All	1	2	3	4	5	6	7	8	9	10	Extremely Well

NPSafe Roles and Responsibilities/Action Items

Notes

Develop and use employee safety and health orientation checklist identifying job specific hazards and safety concerns (2E)

See Appendix D

The process of doing a Job Safety Analysis is as important as getting the final product (printed form). Employees will start to integrate the questions into each job that they do.

Personal Assessment – How Well Am I Currently Doing? Develop and use employee safety and health orientation checklist identifying job specific hazards and safety concerns (2E)											
Not Very Well At All	1	2	3	4	5	6	7	8	9	10	Extremely Well

NPSafe Roles and Responsibilities/Action Items

Notes

What will you do over the next 90-120 days?

“If we do the same things we have always done, we will continue to have about the same results.”

- *Anonymous*

If we fail to manage for safety excellence, then it is probable that some of our employees will get hurt and it will impact the employees, their spouses or families and their co-workers.



What Do You Want to Accomplish?

Review your personal assessments of the action items discussed on the pages above. Also refer to the “Objectives, Measures, and Actions” portion of the Employee Safety and Health Implementation Plan” (See Appendix B).

Select at least 2 action items that you want to accomplish in the next 90-120 days. Be realistic, but consider choosing action items that may cause you to stretch a little to complete.

Resources and Tools**Notes**

Resources

- People
- Online Resources
- Printed Materials
- Promotional Materials

Who can help? (See Appendix E)

- Park safety officer or risk manager
- Regional risk manager
- Regional Designated Safety and Health Official (DSHO)
- WASO Risk Management
- Peer Networking

What resources are available online?

- NPSafe Web Site
- National Safety Council
- OSHA

What NPSafe promotional materials are available?

- Shirts
- Pins
- Caps
- More...

Aug 12, 2004 Memorandum

Associate Director, Visitor and Resource Protection

Subject: Wearing the NPSafe Lapel Pin with Uniforms

References**Notes**

NPSafe: Employee Safety and Health Implementation Plan (See Appendix B)

Director's Orders

- DO 50A, 50B and 50C
- Reference Manuals for each

Code of Federal Regulations

- 29 CFR 1960 – Safety Programs for Federal Agencies
- 29 CFR 1910 – Safety Programs for General Industries
- 29 CFR 1926 – Safety Programs for Construction

Consensus Standards

- Life Safety Code 101 NFPA
- ANSI
- NIOSH
- National Electric Cod
- Fuel Gas Code
- National Fire Code

Expected Outcomes of NPSafe

Notes

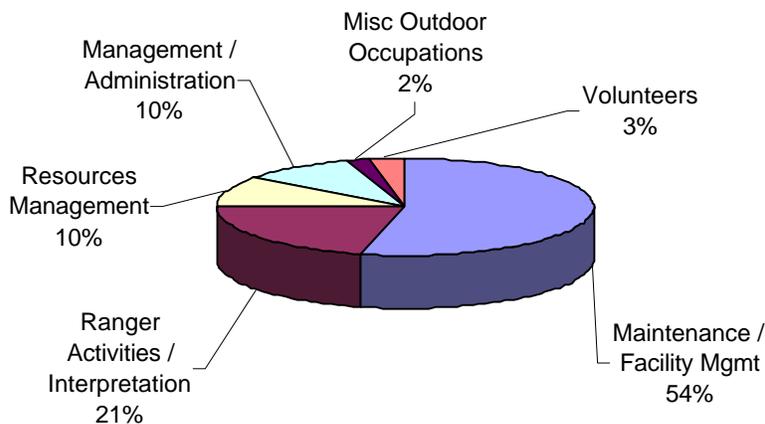
After Today's Workshop...

Please make sure that you...

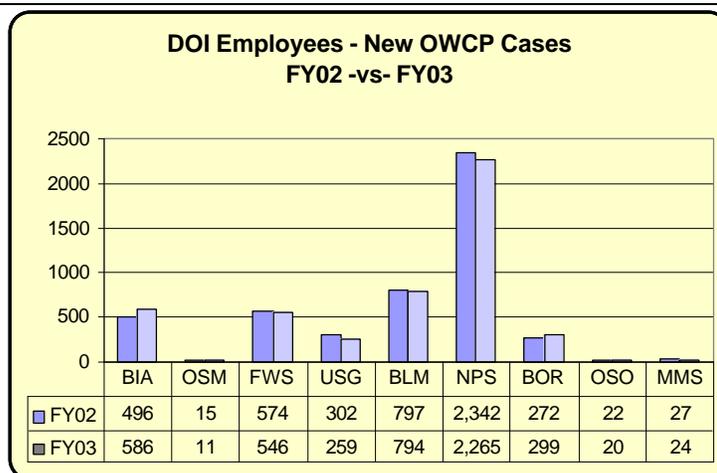
Sign the attendance roster at your site

Complete the workshop evaluation at
www.GovLearning.net/nps

Appendix A: NPS Accident and Injury Statistics



NPS Injuries By Occupation (FY01)



NPS - Safety Stats 10 Year Totals

- ☛ Employee fatalities.....23
- ☛ Serious disabling injuries.....+300
- ☛ Lost-time injuries..... 10,895
- ☛ Medical attention injuries..... 14,213
- ☛ Total Injures..... 25,131
- ☛ OWCP costs\$168,020,000
- ☛ COP hours..... 918,469
- ☛ COP salary.....\$14,107,700

SAFETY IMPLEMENTATION PLANNING MEETING - Dec 8-11, 2003

Appendix B: 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 B: 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 B: 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 B: 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 B: 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 B: 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 B: 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 05

Appendix B: 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

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

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 B: 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 B: 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 B: 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 B: 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 B: 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

Appendix C: Upcoming Safety and Occupational Health TELNPS Courses

The following safety and occupational health TELNPS courses are training resources that are available:	
Aug 25, 04	NPSafe Overview for NPS Employees: Everyone Can Make a Difference!
Sep 15-16, 04	You Should Hear What You're Missing! Implementing a Hearing Loss Prevention Program
Oct 12-13, 04	Breathing a Little Easier in the Workplace. Respiratory Protection Program Implementation
Dec 04	Bloodborne Pathogens: Breaking the Chain of Infection
Jan 05	Breathing a Little Easier in the Workplace. Respiratory Protection Program Implementation
Jan 05	You Should Hear What You're Missing! Implementing a Hearing Loss Prevention Program
Feb 05	Confined Space Entry: There's Always Room To Do It Right!
Feb 05	It's the Dose that Make the Poison! Understanding Exposure Assessment
Apr 05	It's the Dose that Make the Poison! Understanding Exposure Assessment
Apr 05	Heat Injury Prevention: Cool Ideas on a Hot Topic!
May 05	Heat Injury Prevention: Cool Ideas on a Hot Topic!
May 05	Bloodborne Pathogens: Breaking the Chain of Infection
Jun 05	Heat Injury Prevention: Cool Ideas on a Hot Topic!
And more...check MyLearningManager on a regular basis!	

Appendix D: Job Safety Analysis

INSTRUCTION FOR COMPLETING JOB SAFETY ANALYSIS FORM

Job Safety Analysis (JSA) is an important safety improvement tool that works by finding potential hazards (conditions & behaviors) and eliminating or minimizing them before the job/project is performed and before the hazards or at risk behaviors have a chance to become accidents or illnesses. Use the JSA for self awareness, job observations, team coaching, new employee training, retraining for senior employees, refresher on jobs which are done infrequently, as an accident investigation tool, and for informing employees of specific job hazards and protective measures.

A. Sequence of Basic Job Steps

Break the job/project down into steps. Each of the steps should accomplish some major task. Look at the first set of movements used to perform a task, and then determine the next logical set of movements.

Most jobs can be broken down into less than ten steps. If more than ten steps are required, you should consider combining some of the steps or determining if two separate JSA's are required. Complex steps may have to be analyzed separately.

B. Potential Hazards

Examine each step to identify potential hazards. Hazards may be associated with work practices or procedures, equipment, materials, or environment.

It's not enough to look at all the obvious hazards. It's also important to look at the entire environment and discover every conceivable hazard that might exist. Be sure to list health hazards as well, even though the harmful effects may not be immediate. A good example is the harmful effects of noise when riding snowmobiles.

Questions to be considered to help identify specific hazards are:

- Is there a danger of striking against, being struck by, or otherwise making contact with any object?
- Can the employee be caught in or between objects?
- Can someone slip, trip, or fall?
- Can the worker strain him or her self by pushing, pulling, or lifting?
- Is the environment hazardous (e.g. toxic gas, mist, dust, etc.)?

C. Safe Behaviors - Safe Work Procedures Required To Complete The Job/Project

Using the potential hazards as a guide, decide what safe behaviors and/or safe work procedures are necessary to eliminate or minimize the hazards that could lead to an accident, injury, or illness.

We want to use the best form of risk reduction that permanently eliminates hazards rather than relying on worker action. As the control strategy becomes more dependent on procedures, warnings, and personal protective equipment (PPE), its reliability is generally considered to be lower.

Appendix D: Job Safety Analysis

The levels of safety control include (in priority order):

- Substitution or elimination
- Engineering controls
- Administrative controls
- PPE

Remember that safe behaviors must be activities that can be observed. Do not use phrases like, "pay attention, be careful, use caution, work safely, or look out for." Vague statements such as these are not observable acts. Procedures must specify items or actions that are observable if they are to be effective correctors for safe behaviors.

List recommended personal protective equipment, safe operating procedures, required permits, and any specialized training or certifications that are needed to complete the work.

JOB HAZARD ANALYSIS YOSEMITE NATIONAL PARK VALLEY FORESTRY

JOB / ACTIVITY: Equipment Operation – Brush Chippers RAC: I-D / III-C DATE ANALYZED: 7/16/03

ANALYSIS GROUP: Valley Forestry

Step / Procedure	Potential Hazards to Health or Safety	Controls
1. Briefing	1. Workers unfamiliar with equipment. 2. Traffic Control (Refer JHA)	a) All workers involved will be briefed on the following: b) Start up procedures c) Feeding method: round robin or 1 designated as feeder. d) Other hazards i.e. traffic(use cones and signs to protect workers), limb slap, being pulled into machine. e) Feed wheel control/Emergency stop
2. Start – Up	Death or dismemberment caused by feed wheel or chipper blades.	a) <u>2 person operation</u> , use a spotter to make sure hopper is clear before/when starting. b) Manually place feed wheel control in the neutral position.
3. Feeding Chipper	1. Same as above. 2. Violent movement of limb(s) may slap or strike worker. 3. Chip chute in unsafe position	a) No loose clothing or other wearable article that can be snagged by limbs being pulled into chipper. b) PPE: eye protection, hearing protection, hardhat, c) gloves. d) All workers instructed in emergency shut down and operating/feeding procedures. e) Exit to the side once limb hits feed wheel. f) Stay clear of limb as it is being chipped. g) Set chip chute before chipping begins.
Safety Equipment	Inspection Requirements	Training Requirements
PPE: hearing protection, eye protection, hardhat and gloves Chipper equipped with functioning emergency stop.	Chipper teeth are set to manufacturer recommendations. Feed wheel control is functional. Pre work inspection i.e. oil, fuel, water, tires	OJT Start-up and operating procedures including emergency shut down. All personnel to be briefed on procedures for each job.

RAC: I – Death/Permanent Disability II – Permanent Partial Disability III _ Lost Day Mishap IV – First Aid Only
 A – Likely To Occur B – Probably Will Occur C – Possible To Occur D – Unlikely To Occur

November 2001

Number 4



Date: October 6, 1996

Place: C&O Canal NHP

Employee Job Title: Maintenance Worker

Size of Crew: 3 NPS workers and two contractors

BRIEF DESCRIPTION OF ACCIDENT:

A maintenance crew began to cut down a large mulberry tree with twin trunks leaning out over the towpath. The upper section of the tree was cut, leaving an 8-foot free-standing twin-trunk tree stub, with one side 4-feet high, and the other side 8-feet high. The employee, using a chain saw with a 16-inch bar, made an initial cut on the 4-foot section, cutting down towards the towpath in a counterclockwise direction, then began making a similar cut on the 8-foot section. Since he was unable to make an entire cut around the tree from the uphill side, he moved to a position 12 to 18 inches below the base of the stump, and repositioned himself under the 8-foot leaning section. As he began sawing, the 8-foot section stump broke free from the 4-foot twin section and fell, having been completely cut through, striking and fatally injuring the employee.

CONTRIBUTING FACTORS:

- 1 Inadequate Knowledge and Skill of Employees. No park employees were qualified tree workers or certified arborists. They failed to identify and take precautions regarding this type of tree—a mulberry, a species with heavy dense wood, that commonly has a twin/co-dominant stemmed trunk. Proper technique such as sectioning the tree stump or using a binding chain should have been used.
- 2 Lack of Personal Protective Equipment (PPE). None of the NPS employees were wearing hardhats, chain saw chaps, and hearing and/or eye protection. Also, employees had been told to wear PPE, but there did not appear to be any enforcement of those verbal instructions.
- 3 Inadequate Equipment. Had a saw with a 28-inch bar been available, the tree could have been cut from above. There was not other essential equipment available, including a binding chain, or felling wedges. A bucket truck could have been utilized to limb and top, taking the tree down in several sections.
- 4 Inadequate project management. There was a sense of urgency to get the trees cut as quickly as possible, so they would be out of the way of another contractor who was bringing equipment in the next day to de-silt the canal.
- 5 Fatigue. It is not certain that fatigue was a factor, but the employee had worked 29 of the 31 days prior to the accident.
- 6 There were no written SOPs.

RECOMMENDATIONS FOR SERVICEWIDE CONSIDERATION:

- 1 Management should ensure that all employees whose duties require the use of chain saws and the felling of trees are properly trained, and written SOPs are developed. A group of employees should be trained to a higher skill level to form a "tree crew," or contract this type of work out, or request tree crews from other parks.
- 2 Work projects to be expedited should receive increased planning, supervision, and resources so employees do not have to work extra hours or take shortcuts.
- 3 Management should provide safe and proper PPE, and enforce the use of PPE, proper tools and equipment and safe work practices through a system of accountability and rewards.
- 4 Management should develop a "Work-Rest" SOP to prevent continued work, leading to fatigue and increased accident potential.

(All information taken from Board of Inquiry Report, December, 1996)