

PARTNERSHIPS FOR SAFETY AND HEALTH

Walter Chun, PhD, CSP, CHSP, CECM

THE NEW BUZZ WORD IS PARTNERING

- The eighties had the “TQM” buzz word
- The nineties had the “Behavior Based Program” buzz word
- **The 2000’s has the “Partnering” buzz word**

Definition

- “A relationship between individuals or groups that is characterized by mutual cooperation and responsibility, as for the achievement of a specified goal”, e.g., neighborhood groups formed partnerships to fight crime.

The American Heritage® Dictionary of the English Language, Fourth Edition.

How Do Partners Behave?

- What do partners bring to the table?
- Are the partners established at the onset as equals (mutual cooperation and responsibility) ?
- What are the weaknesses of each partner?
- The goals are shared equally.
- The proof is in the pudding

OSH Partnerships

- OSH partnerships involve all aspects of a company and it involves the community which the company serves.
- The 3E's (60's) of safety required somewhat of a partnership.
- The safety and health professional, what is their role in a partnership?

Partnership Enemies

- The safety and health professional
- The lack of mutual knowledge, understanding, and sharing of responsibilities
- The lack of involvement by the shareholders, and others affected by the partnership
- The games of the “pecking order” and the use of “safety” to maintain this order

Safety and Health Professional

- Knowledge and experience
- Skills for facilitating, managing, communicating and coordinating
- Subjectivity, Objectivity, and Liability issues
- Measures and subjectivity

OSH Program Elements & Partnering

- Management leadership and employee participation
- Hazard analysis
- Hazard prevention and control
- Training
- Evaluation and monitoring

Compliance – How?

- Compliance with the standards and regulations? How?
- Compliance and employee involvement?
- Compliance and hazard prevention and control
- Compliance and OSH Training
- Compliance and evaluations

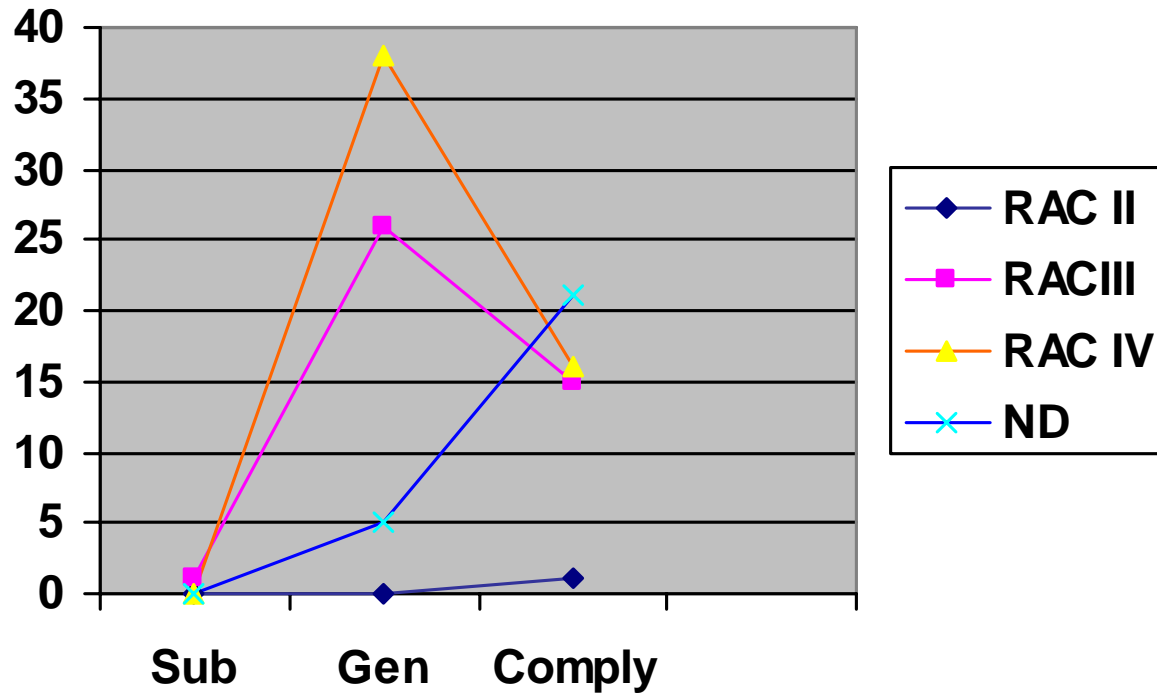
Compliance (cont'd)

- “It’s the Law” mentality and the damage to partnerships and growth
- What happens to compliance when there is no standard or regulation? New rules or new ideas?
- If compliance worked then why the need for partnerships?

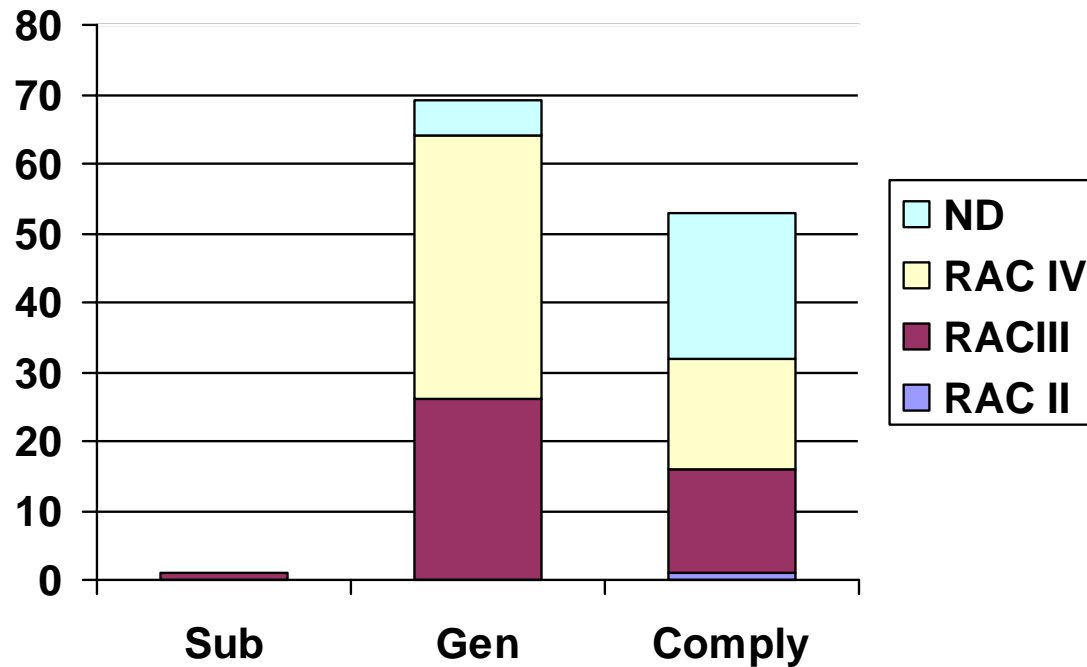
Compliance Behavior

- The effort to comply regardless of it's mindlessness
- The measure of compliance and it's abuse
- Compliance behavior limits the identification & examination of hazards
- The compliance behavior restricts innovation and behavior changes

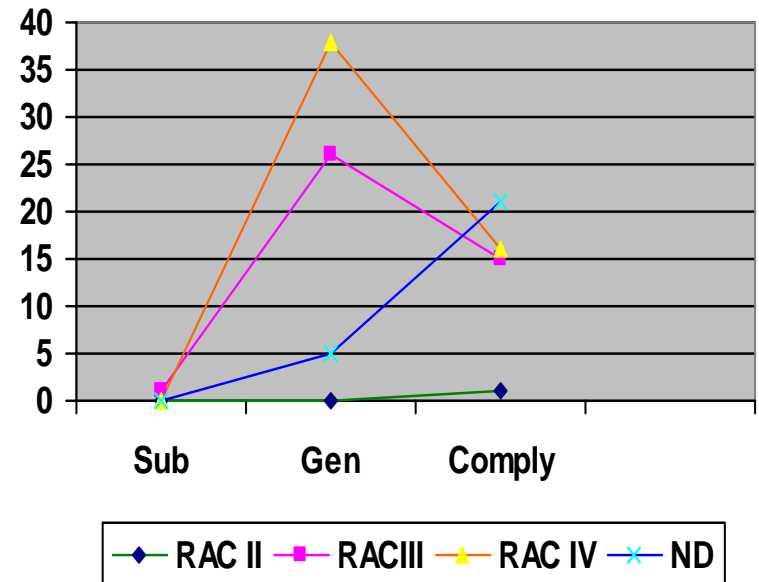
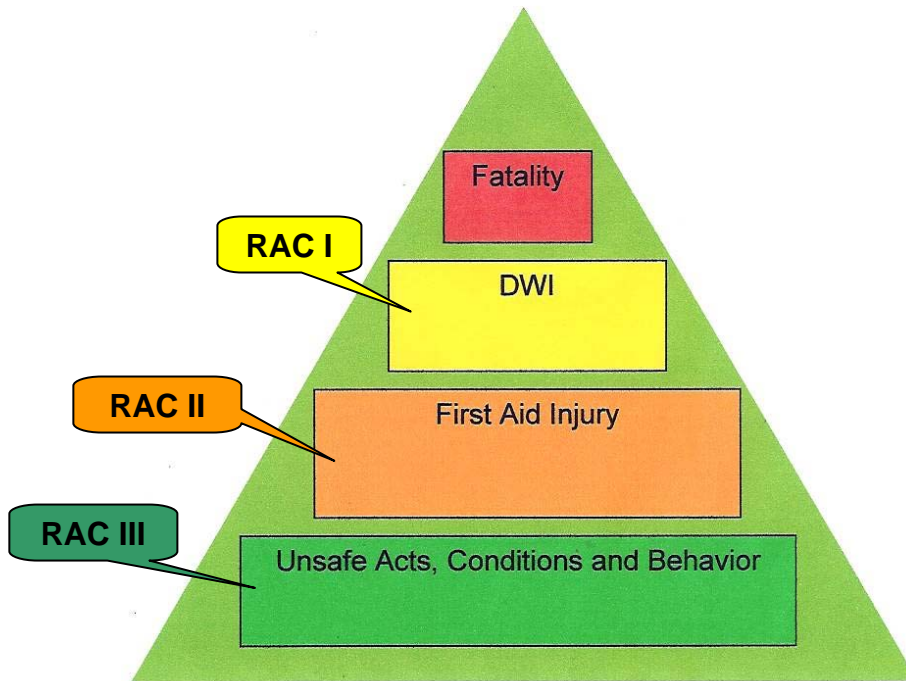
Compliance Behavior Chart



Compliance Behavior Chart



The Infamous Triangle



The Old Professional's Tools

- Compliance inspections with Deficiencies and violations
- OSHA or HIOSH citations and penalties
- Dust laden Written program manuals
- Demands for funding of training programs and more personnel
- The “protection” against OSHA or HIOSH

The New Professional's Tools

- Knowledge of the company's culture and organization
- Acknowledgement of the company goals and present state
- Innovative program designs, functionality of programs, and the communication of progress

The New Professional's tools (cont'd)

- Coordination of responsibilities, accomplishments, and fostering new ideas
- A patient willingness to serve the company and the community. (The hands out approach does not work)
- Recognition of accomplishments and the evidence of these accomplishments

The New Professional's Tools (cont'd)

- The change of behavior within a company and the community
- Continuous evaluation, study, and approach
- Community relations with the community wide efforts
- Objective measures and communicating the results

Leveraging

- Term used by OSHA, “The application of strategies designed to eventually increase the impact of the agency's activities on workplace safety and health without the need for OSHA to devote significant additional resources. The increased impact may involve reaching a greater number of employers and/or employees or achieving increased worker protection sooner than by other means. Whatever strategies are used, the ultimate goal of all leveraging activities must be a reduction in job-related deaths, injuries, and illnesses.”

Partnering

- Certification of OSH programs
- SHARP
- Objective Measures
- Behavior based programs vs compliance programs
- Community relations and the State – can you contribute without extending your hand?

Partnering (cont'd)

- The Safety and Health Professional – are you equipped to partner?

STATE CERTIFICATION

- HRS 396-4.5 provides employers with a reduction of workers' compensation premiums under Section 431:14-103(b).
- Safety and health programs must be certified to be effective by a Certified Safety and Health Professional

CERTIFICATION AUDITS

- Worksite Hazard Assessment
- Use applicable state regulations, as well as recognized safe work practices, as basis
- Use testing protocols that conform to NIOSH and/or HIOSH and AIHA accredited labs

AUDITS (cont'd)

- Hold opening conference to include:
 1. Manner of audit
 2. Info and assistance needed for the audit
 3. Participation of employees & reps
 4. Sampling protocols
 5. Section 12-58-2 for conduct of audit
 6. Results and employer's right to hold confidential the audit.

AUDIT (cont'd)

- Voluntary nature of audit and the right to withdraw at any time
- Closing conference, evaluation of the safety and health program
- Safety and Health Professional send report within 20 calendar days from closing
- Report to be maintained for 3 years

AUDITS (cont'd)

- Employer submit to Safety and Health Professional written report addressing the abatement of all safety and health hazards or deficiencies noted in the report and the contact person
- Within 15 working days this information to be included in the Safety and Health Professional's report and certificate issued

OSHA FORM 33

- Evaluation factors for the elements, i.e., subjectivity, objectivity, and liability
- Subjectivity – judgment based on individual personal impressions and feelings and opinions rather than external facts
- Objectivity - judgment based on observable phenomena and uninfluenced by emotions or personal prejudices

OSHA FORM 33 (cont'd)

- Liability - the state of being legally obliged and responsible
- OSH Professionals are liable for their actions or non-actions.

OSHA FORM 33

- Subjectivity in evaluation factors?
- **2. Effective safety and health self-inspections are performed regularly.**
- **3. Effective surveillance of established hazard controls is conducted.**
- **4. An effective hazard reporting system exists.**
- **6. Accidents are investigated for root causes.**

OSHA FORM 33 (cont'd)

- **8. Effective** job hazard analysis is performed.
- **11. Feasible** engineering controls are in place.
- **12. Effective** safety and health rules and work practices are in place.

OSHA FORM 33 (cont'd)

- **29. Individuals with assigned safety and health responsibilities have the **necessary** knowledge, skills, and timely information to perform their duties.**
- **39. ***Relevant safety and health aspects** are integrated into management training.**

OSHA FORM 33 (cont'd)

- **41. Top management **considers** safety and health staff to be a line rather than a staff function.**
- **45. Managers allocate the resources needed to **properly support** the organizations safety and health system.**

EVALUATION

- How can we rule out subjectivity? Or is it needed in your evaluation of a program element?

TRENCH EXAMPLE

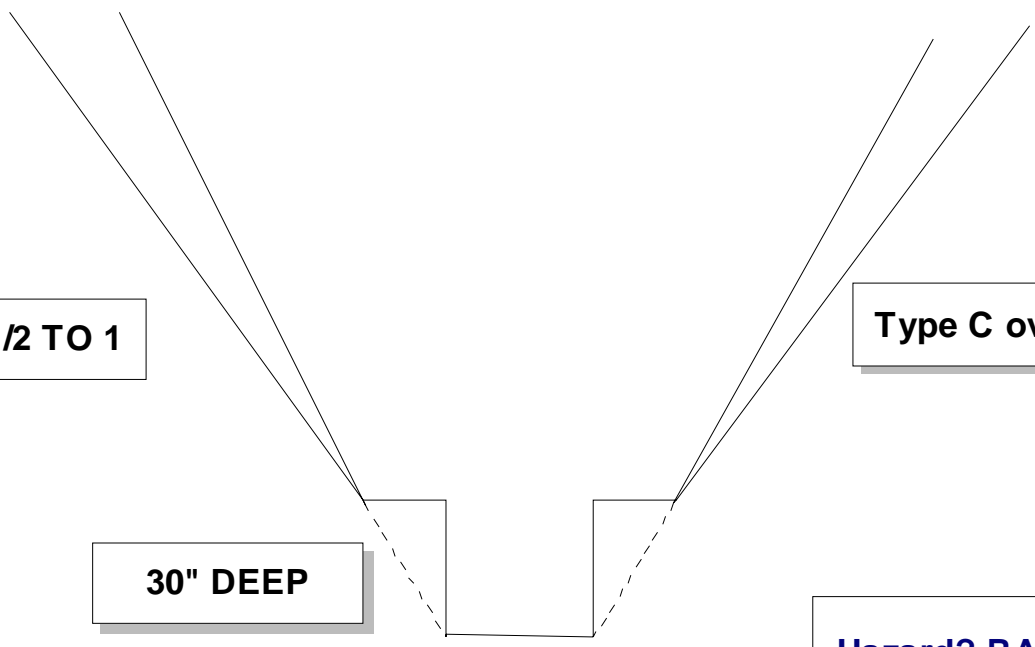
Which is correct?

1 AND 1/2 TO 1

Type C over Type B

30" DEEP

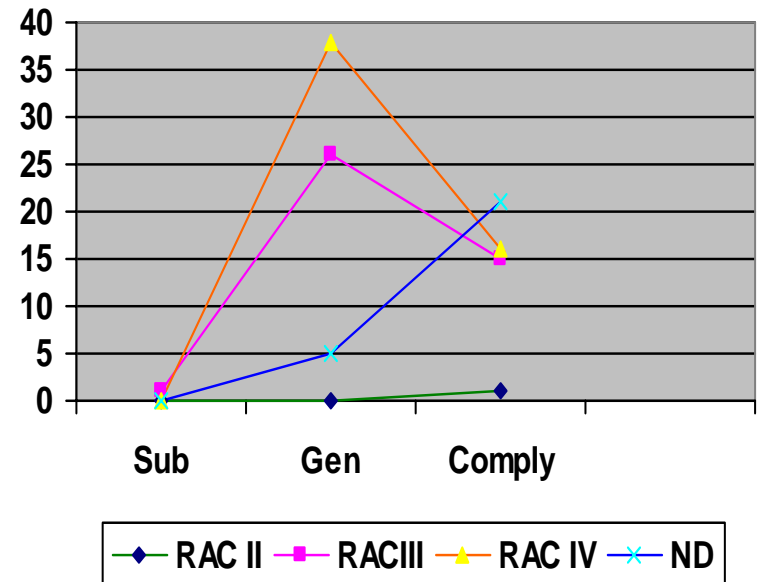
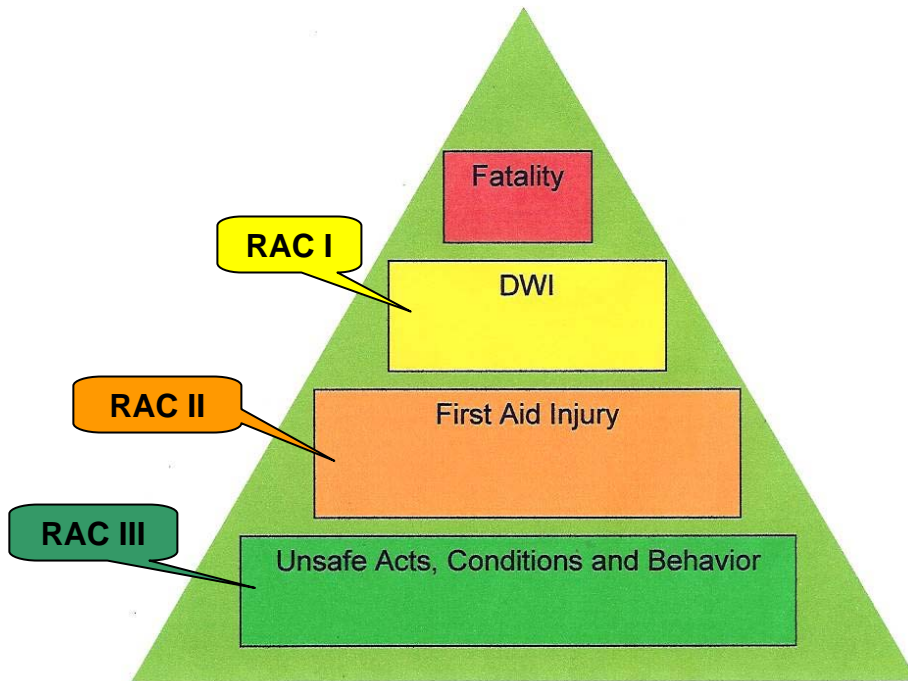
Hazard? RAC?



EVALUATION?

- Subjective – violation exists therefore program element is non-compliant
- Objective – evaluation of the actual condition, technical violation exists because of training, supervision, or unacceptable behavior. Is it a hazard?
- Liability – Risk assessment by OSH Professional

MEASURES



OSHA FORM 33

- Subjectivity in evaluation factors?
- **2. Effective safety and health self-inspections are performed regularly.**
- **3. Effective surveillance of established hazard controls is conducted.**
- **4. An effective hazard reporting system exists.**
- **6. Accidents are investigated for root causes.**

OBJECTIVITY

- Objectivity - judgment based on observable phenomena and uninfluenced by emotions or personal prejudices
- Pull the thread and make a judgment based on observable evidence

LIABILITY

- Errors and Omissions
- Negligence
- Responsible conduct
- Consistency

SHARP

- It is a change in the atmosphere for all of us, by recognizing our achievements
- Negative measures cannot cause change for the long term
- It requires all of us to be involved and to “give back to the community”

CLOSING

- Partnering requires all of us
- We must be objective in our responsibilities
- We cannot allow our subjectivity and liability restrict us
- We must share our resources and information
- We need to give back to the community