Role of IH: Impact of ANSI-Z10


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Presented by:
Kyle B. Dotson, CIH, CSP, DEE
DOTSON Group, LLC
San Jose, CA

Outline

• What is it?
  • Mgmt Systems in general
  • ANSI Z10 specifically

• How did we get here?
  • A bit of history

• What do we do now?
  • Implementation of ANSI-Z10
  • The IH role relative to Safety and Enviro

• Where is it taking us?
  • Future System-driven change for IH
WHAT IS A MANAGEMENT SYSTEM?
You don’t have to have a System (many don’t, with lesser results)

Programs (reactive, lacks integrated process, usually doesn’t get fixed or improved until its broken) Systems (proactive, standard process for continuously assuring and improving Element effectiveness)

Key Role of System is Focus on Continuous Improvement

SIMPLE OR COMPLEX, A SYSTEM MUST...

Establish policy and objectives and achieve those objectives using An organizational structure with roles, responsibilities, authorities that use documented systematic processes and resources

Use measurement & evaluation to assess performance of the system, Have a regular review/audit process to ensure problems are corrected & opportunities recognized and implemented when justified.

Emphasizes continuous improvement and systematic elimination of root causes of deficiencies.

ANSI-Z10 is essentially an ISO 14000 Environmental Management System without heavy paper documentation, with a Hazard Recognition and Control function, and some of the Employee Involvement aspects of OSHA VPP "Star".

Mgmt Leadership & Employee Participation

3.1 Management Leadership
3.1.1 Occupational Health and Safety Management System
3.1.2 Policy
3.1.3 Responsibility and Authority
3.2 Employee Participation

Planning

4.1 Initial and Ongoing Reviews
4.1.1 Initial Review
4.1.2 Ongoing Review
4.2 Assessment and Prioritization
4.3 Objectives
4.4 Implementation Plans and Allocation of Resources
Implementation of the OH&S System
5.1 OHSMS Operational Elements
  5.1.1 Hierarchy of Controls
  5.1.2 Design Review and Management of Change
  5.1.3 Procurement
  5.1.4 Contractors 17
  5.1.5 Emergency Preparedness 18
5.2 Education, Training, and Awareness 18
5.3 Communication 19
5.4 Document and Record Control Process 20

Evaluation and Corrective Action
6.1 Monitoring and Measurement
6.2 Incident Investigation
6.3 Audits
6.4 Corrective and Preventive Actions
6.5 Feedback to the Planning Process

Management Review
7.1 Management Review Process
7.2 Management Review Outcomes and Follow Up
**OHS Programs Come and Go, Systems Help OHS Evolve or at least Not Regress**

As a National Standard, ANSI-Z10 2005 defines “the Current State-of-the-Art” and discusses the injury and illness control processes that a “Reasonably Prudent” organization should have in place in a reasonable time after its publication in 2005...

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OHS Systems Proven over Decades

Institutionalized Systems Drive Collective Behaviors

Dependent Independent Interdependent

Edict Control Acceptance Commitment Dedication

Organisation Behaviors of People

Facility Risk

Mgmt Systems

30 Years of OHS System History

OSHA VPP Program
ISO 9001
ISO 14001
BS 8800
OHSAS 18001
ILO OSH/2001
ANSI Z10


OSHA’s Voluntary S&H Mgmt Program Guidelines 1989, Fed Reg 54FR3904

National Standards
Australia AS/NZS 4801 (2000)
Singapore (SS) 506 (2004)

1976 International Safety Rating System (ISRS)
Frank Bird, et al.

“The time is not yet ripe” (there is not ANSI, OSHA, ORC, AFL/CIO support) for an international H&S management Standard
OSHA’s Program Management Guidelines - VPP Criteria

MANAGEMENT LEADERSHIP

- Policy
- Goals, Objectives
- Planning
- Top Management Involvement
- Responsibility and Authority
- Line Accountability
- Resources
- Contract Workers
- Written S&H Management System
- Program Evaluations

Employee Involvement

- Encouragement
- Participation
- (Committees)

WORKSITE HAZARD ANALYSIS

- Baseline Assessments
- Routine Hazard Analysis
- Change Hazard Analysis
- Inspections
- Reporting System
- In Program
- Investigations
- Trend Analysis

Hazard Prevention & Control

- Certified Professional Resources
- Hazard Elimination and Control Methods
- Engineering
- Admin
- PPE
- Rules, Procedures & Recognition
- Process Safety Management
- Occupational Health Care
- Preventive Maintenance
- Hazard Correction Tracking
- Emergency Preparedness

SAFETY & HEALTH TRAINING

- Managers
- Supervisors
- Employees
- Emergencies
- PPE

System

Technical Processes

Culture

ANSI-Z10 has Mgmt Leadership but not quite Employee Participation of VPP

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OHSAS 18002/ANSI-Z10 ELEMENTS

Mgmt Leadership

- OHS Policy
- Management Leadership
- Policy Statement
- Employee Participation

Planning

- Hazard identification, risk assessment, and risk control
- Legal and other requirements
- Objectives
- OHS Management Programs
  - Plans and resources

Implementation & Operation

- Structure and responsibility
  - Hierarchy of controls
  - Procurement
  - Contractors
  - Training, awareness and competence
  - Consultation and communication
  - Documentation
  - Document and data control
  - Operational Control
    - Design
    - Change Management
    - Emergency preparedness and response

Checking & Corrective Action

- Performing measurement and monitoring
  - Accidents
    - Non-conformance
    - Corrective and preventive actions
  - Records and records management
  - Audits
  - Planning Feedback

Management Review

- Process
- Outcomes and Follow-ups

[+] ANSI weaknesses

ANSI-Z10 ADDITIONS

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**Good News:** Most Large Organizations Have Good H&S “Programs”, some “Semi-Systems”

- **Facility Risk Control**
  - **Safe Behavior Reinforcement**
    - **Managerial** Active Support of Employee Safety and Related Organizational Goals
    - **Employee** Daily Commitment to Self and Peer Safety

- **Safety Management Processes, Systems**
  - Sound Policy, Supportive Framework, Enabling Processes and Tools, Performance Measurement, Cont. Improve Accountability, and Corrective Action

- **Safety Culture**
  - Trust, Shared Goals/Norms, Problem-Solving, Pro-Activity, Flexibility, Cooperation, Quest for Best Practice, Citizenship Behavior
OHS PROGRAMS Have Worked So Well

Lagging Indicators (Injuries, Occ Disease) are Poor Improvement Metrics for the future.

2005 LTA Rates of 79 Large Industrial Organizations

*Standard OSHA Lost Time Injury Rates per 200,000 Work Hours

IH Exposure benchmarked to TLVs but still not routinely to other companies

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2005: ORC Begins Annual OHS System Benchmarking as “Leading Indicator”

System Elements; 68 Large Safe Organizations

Calpine 40 Elements + ANSI-Z10 (100% implementation)

Evaluation Criteria:
Leadership Commitment and Support; Employee Involvement; Risk Identification Elimination, and Safe Practices; Accountability; and Continuous Improvement.

Source:
2005 ORC OS&H Group, www.orc-sac.com

“Leading indicators are the performance drivers that communicate how outcome measures are to be achieved.” Robert S. Kaplan and David P. Norton, The Balanced Scorecard

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Real Time OHS System Tracking

*Measuring Current System Implementation Status of 40 Safety and Health Corporate Guidelines*

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**Calpine Safety Assessment System**

% Elements Implemented = “Leading KPI” of Safety Risk Management Process as Reported by plants during self-assessments and confirmed during Regional staff audits.

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**The IH role in ANSI Z10 Implementation relative to Safety and Environmental Affairs**

- **Establishing a Sense of Urgency**
  - Assure that the prevention of Occupational Disease is not left out with single minded focus on safety.
- **Creating the Guiding Coalition**
  - Assure that the prevention of Occupational Disease is not left out with single minded focus on safety.
- **Developing a Vision and Strategy**
  - Assure OH/IH metrics are part of the “results” to be measured, i.e.; Continuous improvement of the total workforce health risk profile.
  - Merge tracking with Enviro. Merging of Systems may not be best.
- **Communicating a Shared Vision**
  - Training initiatives key. So is tracking by Corporate, region, and site.
- **Empowering Broad-Based Action**
  - Will vary by organization. Get many people involved in some way.
- **Generating Short-Term Wins, Consolidating Gains, Producing More, Anchoring New Practices in Culture**
  - Start with teams to reduce X % of workforce exposed to Y at Z level.
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MANAGER/EMPLOYEE RESPONSIBILITY FOR OHS
With Professional Staff Support of Process

Systems that work are designed by professionals, driven by business managers, and implemented daily by employees.

- Clear Roles and Responsibilities
- System for Communicating & OHS Committee
- Balanced Priorities
- Provide Training and Instruction
- Operations Authorization
- System for Ensuring Safe Work Practices
- Provide Feedback and Continuous improvement
- ID Person(s) with Authority and Responsibility
- Competence Commensurate with Responsibilities
- Procedures to Identify, Evaluate, Investigate & Correct Work-Related Complaints
- ID of OHS Standards & Requirements
- Develop & Implement Hazard Controls
- Hazard Controls Tailored to Work Being Performed
- Define the Work Scope

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MEASURING Leading AND Lagging Indicators
Gets lots of non-EHS staff involved in management

In Addition to ANSI Z10, the Key Drivers of EHS Activities in America are Changing....

New Drivers of EHS =

• Health Care Costs: Merging of “at work” and “after work” health. Health Protection = Health Promotion.
• Globalization: US no longer setting THE Policy. International consensus is setting the policy.
• ISO Standard on “Social Responsibility”

John Howard
2005 3rd Triennial AIHA Management System Symposium
ANSI-Z10: Will it be Dominate?

Yes, But...

Yes, because...
1. It is a Systems approach to safety and health; the direction that public companies are going full steam ahead in every function possible.
2. Leading companies are already tweaking their processes to conform. Others will tend to follow.
3. It is now a published consensus standard; it defines current practice and standard of care in the US. Might spur the development of an ISO standard.
4. Plaintiff Attorneys won’t ignore it; so corporations can’t afford to either.
5. Senior mgmt audit review action correlate to; could infer SarbanesOxley duty.

But....
A. Highly unlikely to ever be enforced by OSHA. Doubtful to be incorporated by reference. Could be element of corporate-wide settlement agreement.
B. It will take time. In Australia, Workers Comp required their standard. US carriers may or may not encourage and speed things up.
C. Consultants will focus on certification. That will turn companies off.
D. SAP/PeopleSoft/Oracle safety functionality is poor. This will take time.
E. My prediction; 5 years for Fortune 500. Ten years for mainstream safety pros.

Questions and Comments?

Thanks!

Kyle B. Dotson, CIH, CSP, DEE
The DOTSON Group, LLC
2162 Coastland Avenue, San Jose, CA 95125
Cell: 408-234-1409, Fax: 408-978-0168
Email: kyle@dotsongroup.com