



# Role of IH: Impact of ANSI-Z10

## The new American National Standard for Occupational Health & Safety Management Systems (ANSI-Z10 2005)

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*Yuma Pacific AIHA Local Section  
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## 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
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  - Future System-driven change for IH

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# 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)



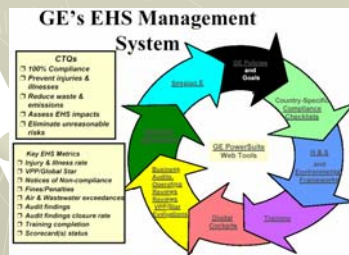
**Key Role of System is Focus on Continuous Improvement**

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# 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.***

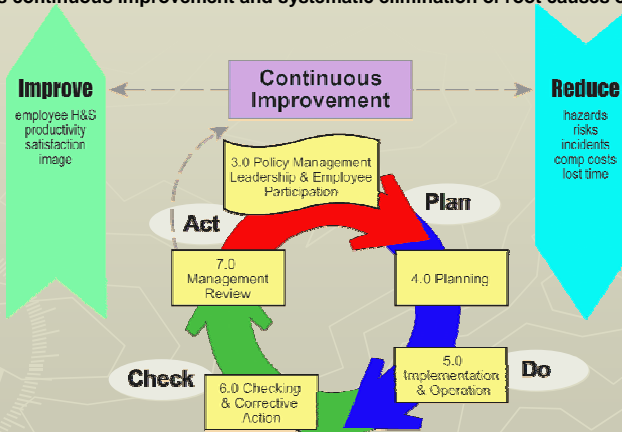
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## The 2006 ANSI-Z10 Occupational Health and Safety Management System (THE New US Model)

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



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

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## ANSI-Z10 – The new American Model for Occ Health and Safety Management Systems

### 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

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## **ANSI-Z10 – The new American Model for Occ Health and Safety Management Systems**

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### **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

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## **ANSI-Z10 – The new American Model for Occ Health and Safety Management Systems**

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### **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

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## OHS Programs Come and Go, Systems Help OHS Evolve or at least Not Regress



Thanks to Scott Adams and Dilbert!

*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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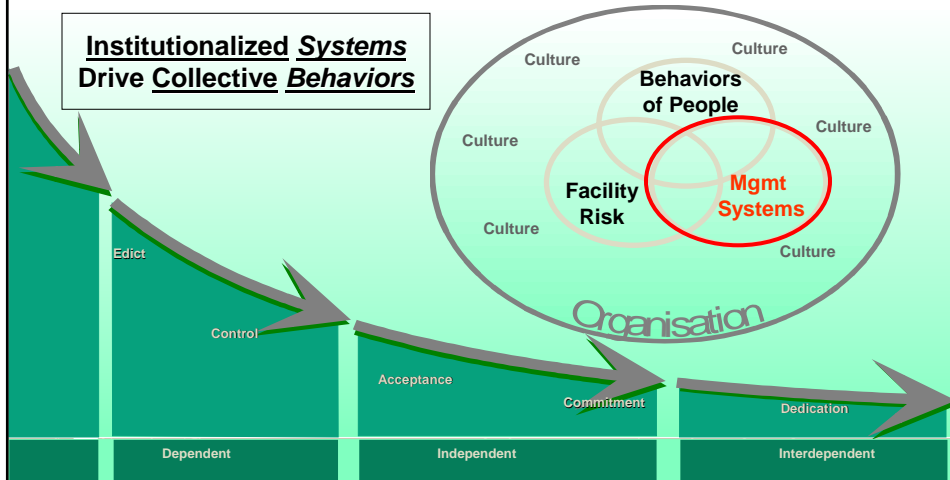
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# OHS Systems Proven over Decades

**Institutionalized Systems Drive Collective Behaviors**

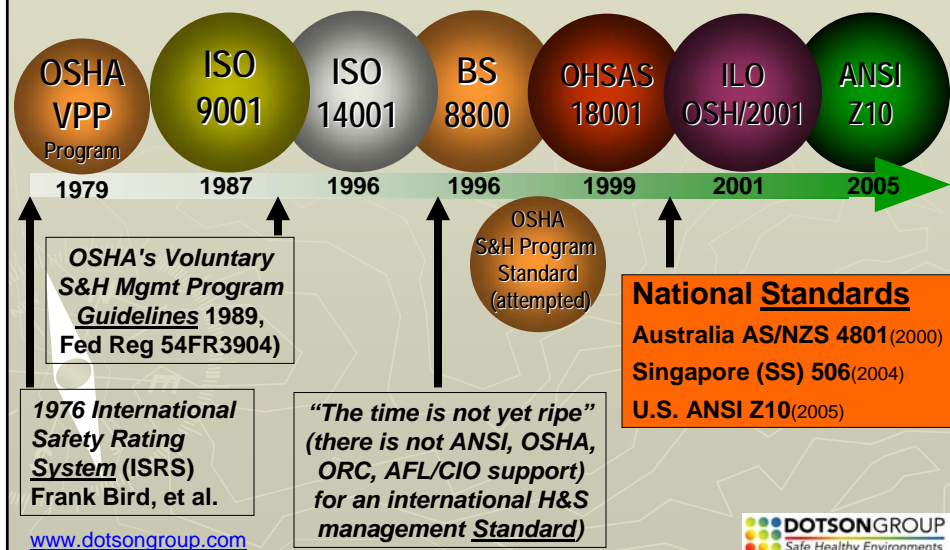


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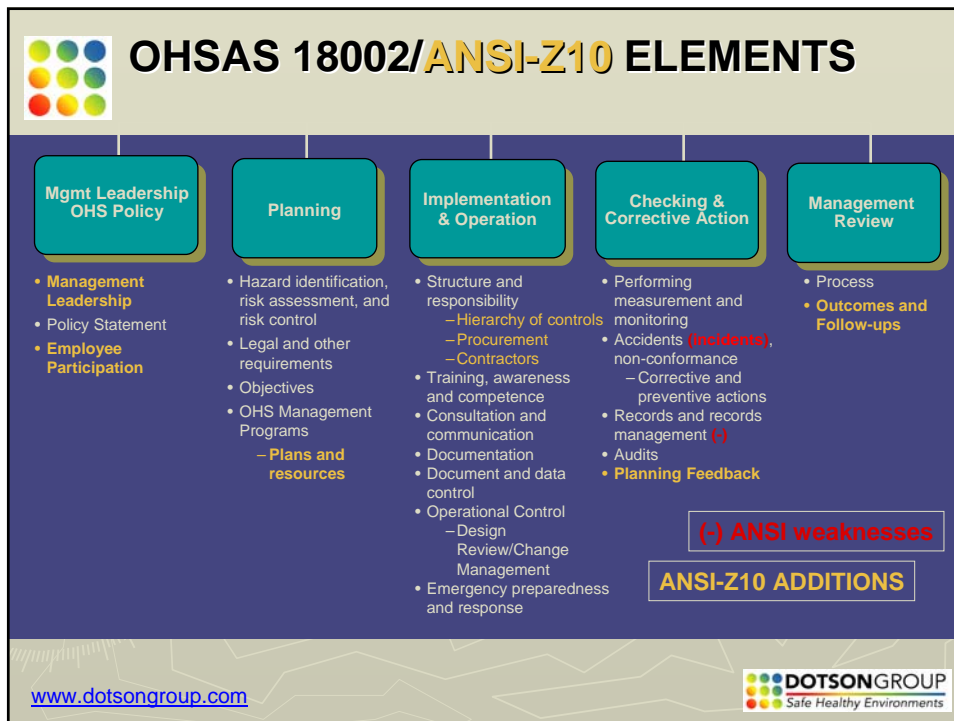
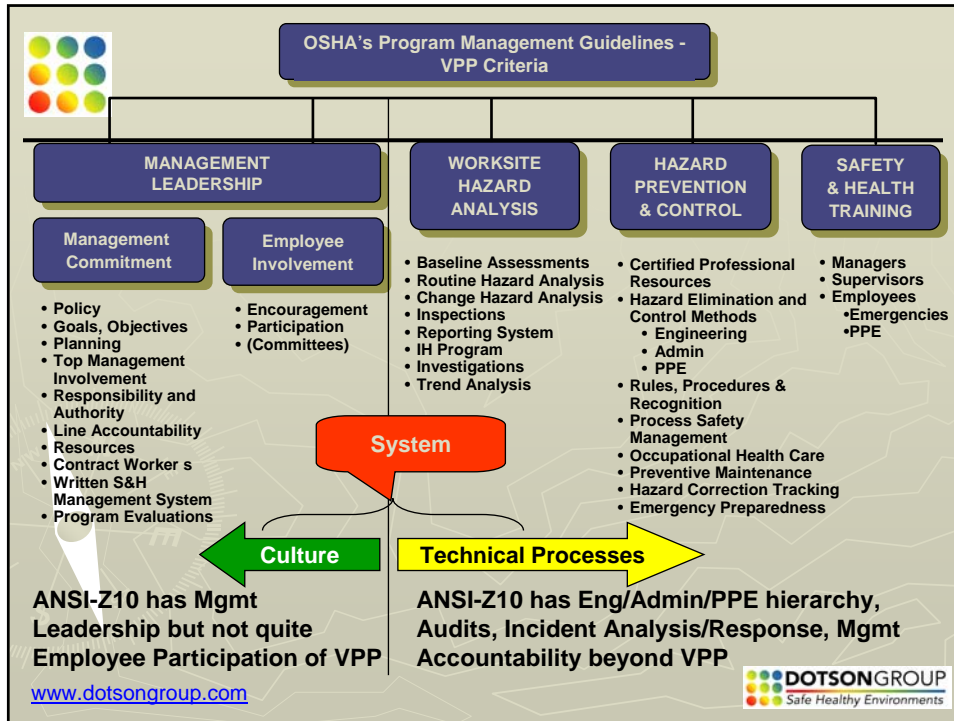


# 30 Years of OHS System History



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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 Culture**

Trust, Shared Goals/Norms, Problem-Solving, Pro-Activity, Flexibility, Cooperation, Quest for Best Practice, Citizenship Behavior



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



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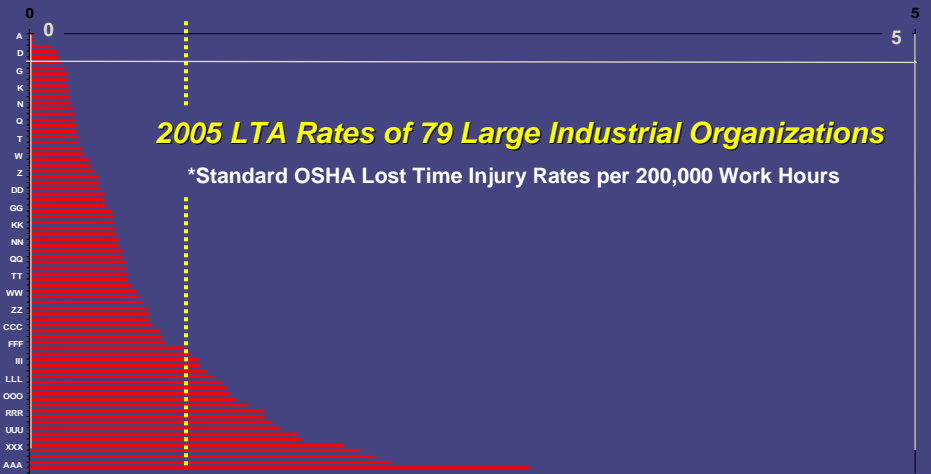






## OHS **PROGRAMS** Have Worked So Well

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



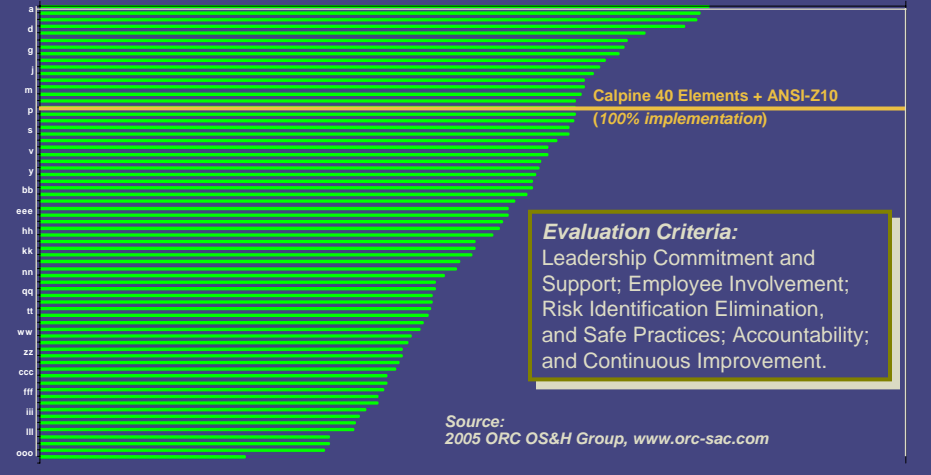
*IH Exposure benchmarked to TLVs but still not routinely to other companies*

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

*System Elements; 68 Large Safe Organizations*



“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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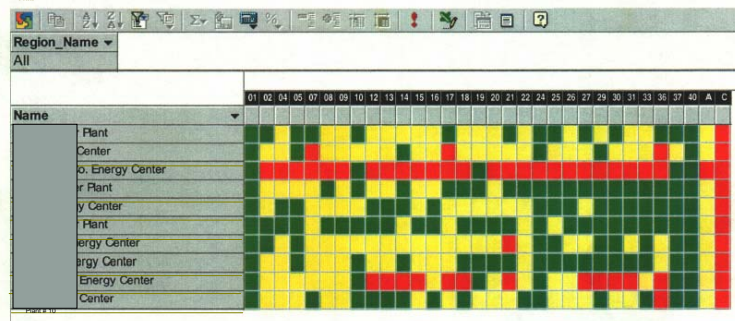


## Real Time OHS System Tracking

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

### 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**
  - Be sure IH is represented on implementation task group
- **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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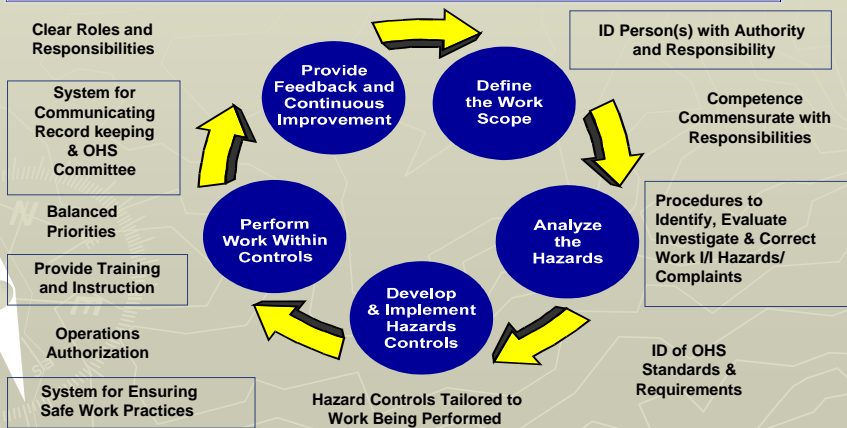
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## MANAGER/EMPLOYEE RESPONSIBILITY FOR OHS *With Professional Staff Support of Process*

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



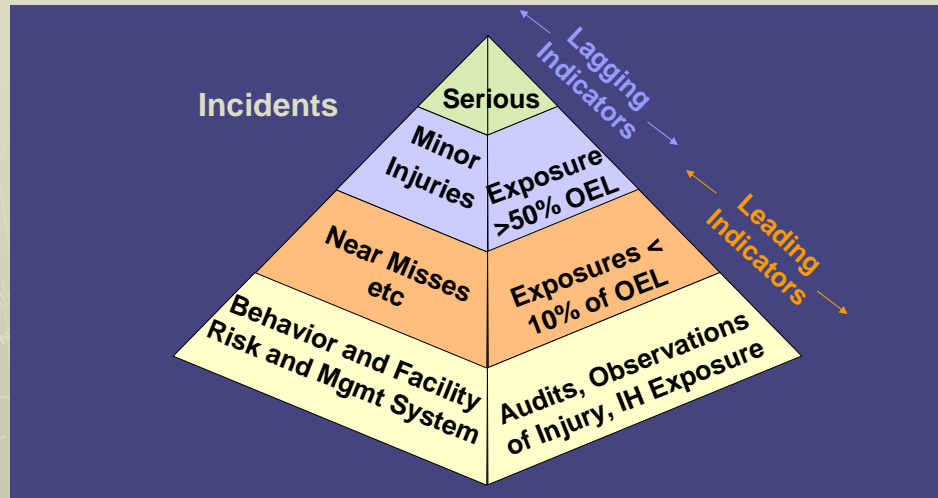
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## MEASURING Leading AND Lagging Indicators

*Gets lots of non-EHS staff involved in management*



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## *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 3<sup>rd</sup> Triennial AIHA Management System Symposium

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## 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.

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## Questions and Comments?

### Thanks!

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