

# 5-Year Risk Management Safety and Loss Prevention Plan



July 2012 - July 2017



ENVIRONMENTAL SERVICES  
CITY OF PORTLAND

working for clean rivers



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## **Introduction**

In February 1996, City Council adopted a revised draft of the City of Portland Loss Prevention Policy under Ordinance No. 169959. The Ordinance addresses the importance of protecting the City's assets, and directs individual bureaus to develop five-year loss prevention plans. City and Bureau Representatives met in FY 2011-2012 to revise the Ordinance to today's risk management and loss prevention practices, however there was no final decision on the revision of the Ordinance.

The Bureau of Environmental Services (BES) is committed to being proactive in the prevention of occupational risk and injuries/illnesses; to aid in the protection of Bureau resources, including human, material and organizational; and the preservation of assets against detrimental loss.

Since inception of the Bureau's 5-Year Loss Prevention Plan (hereafter the 'Plan'), BES has established a quality risk management philosophy promoting meaningful employee involvement, visible leadership and accountability. The Bureau encourages an ever-improving safety culture, to ensure that risk management, safety and loss prevention is an internal value that is incorporated in every plan, decision and work activity. This internal value is a component of the Bureau's strategic direction.

BES understands the importance of an effective and efficient risk management program, and the budgetary impacts that losses have on our finances. BES continues to be a leader in safety, loss prevention and risk management.

## **Purpose**

The purpose of the Plan is to establish and promote the Bureau's vision for safety management, loss prevention activities and risk management. The Plan includes management systems that builds and incorporates our accountability structure, empowers employee involvement and continually measures our performance. The Plan also continually analyzes and audits our frequency and severity exposures to loss and provides the framework and strategies to prevent, minimize and mitigate our potential areas of loss. The primary area of the Plan's focus is workers' compensation, general liability, fleet liability, and property.

## **Risk Services Division's Mission**

To be proactive in the prevention of occupational risk and injuries/illnesses; to aid in the protection of Bureau resources, including human, material and organizational; and the prevention of assets against detrimental loss. This will be done through:

- development and implementation of risk and loss prevention strategies;
- compliance with all applicable occupational risk and safety regulations;
- accountability for risk and safety management at all organizational levels;
- meaningful employee involvement; and teamwork

Our Risk Services team is proactive in approaching accident prevention through the minimization of risk and dangers that lead to injury and through working together to create a safe environment. Every Bureau employee is empowered to be actively engaged in the Bureau's Risk, Safety & Loss Prevention Program by providing leadership, commitment, accountability, and employee involvement.

## 5-YEAR LOSS PREVENTION PLAN

This Plan includes specific program goals, objectives, strategies and responsibilities that adhere to the City's Loss Prevention Policy (Ord. No. 169959), and comply with Oregon Occupational Safety and Health Administration Regulations. This Plan is intended to be flexible and dynamic; addressing the ever-changing safety, loss prevention and risk management needs of the Bureau.

### Commitments:

#### 1. Management Commitment:

##### A. Goal -

To maintain an environment where safety, loss prevention and risk management becomes an internal value that is incorporated in every plan, decision and work activity.

##### B. Objectives -

- a. Ensure continued management visibility and leadership in safety and loss prevention activities.
- b. Establish performance-monitoring criteria.
- c. Develop a system/process that ensures adequate financial equipment and human resources are available to implement the loss prevention strategic plan.

##### C. Proposed Strategies -

- a. Group/Division managers shall attend safety committee meetings throughout the year.
- b. Group/Division managers actively participate in safety inspections and audits as requested.
- c. Risk Services Division will audit Safety Training Database to assure that all safety trainings are consistent with the Safety Training Matrix.
- d. Review loss prevention activities and results at Management Team Meetings as necessary.
- e. Group/Division managers forecast and prioritize funds for implementing the loss prevention plan.

## **2. Accountability System:**

### **A. Goal -**

To ensure that all Bureau employees are held individually accountable for their actions with regards to safety, loss prevention, regulatory compliance and Bureau specific risk management policies and procedures.

### **B. Objectives –**

- a. Managers and supervisors will evaluate the safety, loss prevention and risk management performance of their employees through the Bureau's performance management system.
- b. Recognize and reward employees for their safety, loss prevention and risk management performance through the Bureau's recognition program and participation in the annual Citywide Safety Recognition Day event before Council.
- c. Reinforce safe behaviors and/or improve safe behaviors amongst all employees through the Bureau's....

### **C. Proposal Strategies -**

- a. Group/Division managers establish safety, loss prevention and risk management activities for their respective groups/divisions.
- b. Group/Division managers, with the assistance of the Bureau's Risk Services Division, develop a recognition system that acknowledges employees for their safety, loss prevention and risk management activities/efforts.
- c. Group/Division managers educate and train employees on safety coaching and safety by observation techniques that address employee behaviors.
- d. Risk Services will establish a partnership agreement with City Risk Management that outlines the services to be provided to assist the bureau in achieving its risk management, safety and loss prevention goals, and ensure that the Bureau is receiving value added service.

## **3. Training and Education:**

### **A. Goal -**

To maintain a quality cost-effective and efficient risk management training and education program to address regulatory compliance and loss prevention needs.

- B. Objectives -
  - a. Regularly conduct surveys and obtain feedback to improve the quality, effectiveness and value of safety and loss prevention related training.
  - b. Create a training and education process that is of value, efficient and effective.
  - c. Advertise and market prevention and compliance training courses.
  - d. Coordinate and provide quality training and education.
- C. Proposed Strategies -
  - a. Group/Division managers, with the assistance of the Risk Services Division, develop and update as needed a training and education matrix that identifies exposures, job classifications and applicable courses.
  - b. Risk Services Division will continue to develop course curriculum(s) based on audience knowledge level and need, establish a record keeping database provide advance training notifications and uncomplicated registration.
  - c. Risk Services Division publishes an annual training calendar of classes.
  - d. Risk Services Division markets and promotes safety training through:
    - 1) E-mail
    - 2) Flyers
    - 3) Newsletter articles
    - 4) Posters for bulletin boards
    - 5) Public address system announcements
    - 6) Safety Committee members informing their work groups
    - 7) Announcements at manager meetings
  - e. Risk Services Division collects and analyzes course evaluations, implements recommendations for improvement, investigate technology, and evaluate competency testing/challenge courses

#### 4. Hazard Assessment and Abatement:

##### A. Goal -

Evaluate the Bureau's current system to identify, evaluate and eliminate/control potential exposures to loss; including physical hazards, and unsafe acts and conditions.

##### B. Objectives -

- a. Provide continuous awareness of potential hazards and exposures throughout BES.
- b. Mandate work groups/divisions to perform routine area safety/hazard inspections.
- c. Evaluate the efficacy of the Bureau's current monitoring and record keeping system for hazard identification and assessment.
- d. Review all tailored checklists for routine inspections of work group areas.

##### C. Proposed Strategies -

- a. Group/Division managers with the assistance of Risk Services identify employees/teams to perform routine area inspections, and provide them with specific hazard assessment training.
- b. Risk Services assists Group/Division managers in auditing the Bureau's Job Hazard Analysis Program for identifying exposures and assessing work practices as the Program applies to each workgroup.
- c. Risk Services Division integrates the safety incentives/recognition into the hazard assessment and abatement program. Group/Division managers provide a mechanism that recognizes and rewards employees who participate in any part of the Risk Management Program.
- d. Risk Services Division assist BES staff in the safety coaching and observation program designed to focus on behaviors and continually encourage safe work practices.
- e. Group/Division managers and safety committee teams encourage ideas from all employees on how to abate potential hazards, and manage recording identified hazards and tracking abatement progress.



## **5. Accident Investigation:**

### **A. Goal -**

Ensure that the Bureau's incident investigation system is being utilized bureau-wide, incident/accident circumstances are analyzed, evaluated and strategies are developed to prevent recurrence.

### **B. Objectives -**

- a. Investigate any incidents/accidents, including near misses, medical injuries and illnesses, and OSHA recordable incidents.
- b. Identify causal factors (i.e., environment, behavior, practices) of loss.
- c. Analyze and evaluate causal factors noted in incident reports and recommend corrective action.
- d. Increase the knowledge, skill and ability of managers/supervisors in conducting thorough and quality accident investigations.

### **C. Proposed Strategies -**

- a. Risk Services Division monitors the incident/accident reporting and investigation program, with Group/Division managers being held responsible for program implementation.
- b. Include management systems and structures in identifying causal factors in the investigation process.
- c. Encourage employees to immediately report and record incidents and accidents.
- d. Risk Services with input from managers and supervisors completes a clearly understood injury reporting and investigation flow chart, to be updated as needed.
- e. Risk Services monitors and administers the AMR mobile medical response program and annually audits the performance and effectiveness of the program, prior to contract renewal.

## **6. Personal Protective Equipment:**

### **A. Goal -**

Ensure that personal protective equipment (PPE) process that mandates/regulates the use of specific personal protective equipment (PPE) for identified hazards in the workplace is functioning at optimal

levels.

B. Objectives -

- a. Continually evaluate the process of hazard identification.
- b. Identify and select proper PPE for known hazards.
- c. Periodically interview employees to ensure they are adequately trained in selection, use and maintenance of PPE.
- d. Comply with OAR 437, Division 2, Subdivision I - Personal Protective Equipment.

C. Proposed Strategies -

- a. Risk Services Division and Risk Management conduct a thorough Hazards Assessment of job activities throughout BES.
- b. Risk Services Division and Risk Management conduct an annual audit of the PPE Hazard Assessment.
- c. Risk Services Division coordinate annual training on the selection, use and maintenance of PPE.
- d. Group/Division managers conduct an inventory audit on PPE available and budget for the PPE deficiencies.

**7. Industrial Hygiene:**

A. Goal -

Protect employees against environmental hazards (i.e. chemical, physical, biological) that may cause acute or chronic health hazards.

B. Objectives -

- a. Provide ongoing identification and evaluation of potential environmental hazards.
- b. Monitor and measure potential exposures in relation to severity and length of exposure.
- c. Provide prompt medical review, evaluation and sampling to determine the exposure creating the hazardous condition.
- d. Periodically review established management systems and engineering controls to evaluate the safety and environmental aspects of new

chemicals, equipment and/or processes.

C. Proposed Strategies -

- a. Risk Services Division and Risk Management coordinate an industrial hygiene survey of BES operations to compare periodic surveys of potential exposures against the Bureau's established baseline of potential exposures and abnormal operations (i.e., chemical, noise)
- b. Risk Services Division oversees the management system procedures for the evaluation of all new chemicals entering the Bureau, and their use.
- c. Risk Services Division participates in reviewing engineering plans, drawings and specifications as needed or applicable.
- d. Risk Services Division and Risk Management periodically evaluate the Bureau's medical management and surveillance program for pre and post exposures.

**8. Workplace Design:**

A. Goal -

Preserve the health and prevent injury to employees performing seated office tasks while also making wise and cost effective purchasing choices and assignments to furniture and equipment.

B. Objectives -

- a. Provide assessment services and manage workplace ergonomic improvements.
- b. Coordinate workplace design with facilities.
- c. Provide employee training and education.

C. Proposed Strategies -

- a. Risk Services Division, with the assistance of Risk Management, shall assess and implement workplace design improvements by using existing furniture and equipment and limiting new purchases.
- b. Facilities management will be utilized for workplace design improvements and facility (space plan) changes.
- c. Risk Services Division and, upon request, the Risk Management Loss Prevention Team, shall provide education and training to employees

about ergonomics; potential hazards associated with seated, repetitive work; and the importance of neutral posture and task rotation to eliminate or minimize risk to injury or illness.

## 9. Employee Involvement:

### A. Goal -

Involve employees in the overall process by actively participating in the development, implementation and evaluation of the Bureau's risk management program.

### B. Objectives -

- a. Increase participation in the identification of hazards/exposures in the workplace.
- b. Encourage employees to report and/or record unsafe conditions/hazards and near misses.
- c. Empower employees to take prompt corrective action to abate unsafe conditions or hazards.
- d. Include employees in the problem solving and decision making process.

### C. Proposed Strategies -

- a. Group/Division managers shall bring together stakeholders into short and long-term loss prevention committees and teams within their respective groups/divisions as needed that stimulate interest and foster active participation.
- b. Division managers conduct monthly loss prevention "tailgate" meetings with their respective divisions.
- c. Group/Division managers provide a forum that is supportive (i.e. meetings, newsletters) where employees communicate risk issues/concerns and are involved in identifying solutions.
- d. Group/Division managers integrate safety, loss prevention and risk management into the individual employee review process.
- e. Risk Services Division will re-organize the Safety Committees Downtown to meet the diverse work of the Bureau.

## **Responsibilities:**

### **1. Director & Group/Division Managers (Bureau Leadership Team)**

- A. Ensure risk management, safety and loss prevention is incorporated into BES' vision and strategic direction.
- B. Ensure risk, safety and loss prevention policies and procedures are implemented and employees are trained.
- C. Ensure safety and loss prevention activities are part of the performance evaluation process.
- D. Provide visible commitment, leadership and support for safety and loss prevention efforts.
- E. Empower employees' participation and involvement in safety and loss prevention activities.
- F. Recognize, reward and celebrate safety and loss prevention successes.

### **2. Division, Program and Project Managers (Supervisory)**

- A. Implement safety and loss prevention, policies and procedures. All procedures are located in BES Public Folders/Safety.
- B. Evaluate measurable safety activities and incorporate into the performance evaluation process.
- C. Conduct incident/accident investigations and follow-up activities to prevent recurrence, this include near misses.
- D. Identify safety and loss prevention training needs and support activities as appropriate.
- E. Participate and support safety committees and teams as appropriate.
- F. Participate in hazard identification inspections as appropriate.
- G. Provide leadership and coach employees on recognition of hazards, unsafe acts/conditions.
- H. Ensure monthly safety "tailgate" meetings are conducted and documented.
- I. Enforce safety and loss prevention policies through the progressive disciplinary action process, and recognize and reward employees as appropriate.

- J. Ensure when assigning work that employees are following proper safety procedures and wearing proper personal protective equipment.
- K. Promptly report all incidents/accidents.
- L. Observe and coach employees on potential unsafe acts or conditions.
- M. Encourage employees to promptly abate all unsafe conditions.
- N. Monitor, prioritize and correct all safety and health related work orders.
- O. Encourage employees to identify solutions to safety related problems, issues and concerns.
- P. Recognize co-workers for safety performance as appropriate.

### **3. Employees**

- A. Be actively and meaningfully involved in the risk, safety and loss prevention program.
- B. Adhere to all safety and loss prevention safety policies and procedures.
- C. Operate all equipment in a safe manner in accordance with the manufacturers' instructions, OR-OSHA regulations and/or BES policy.
- D. Promptly correct all unsafe conditions.
- E. Promptly report all incidents/accidents to Managers/Supervisors.
- F. Coach co-workers on safe work habits, use of personal protective gear, equipment and devices.
- G. Recognize co-workers for their efforts in safety and loss prevention.

### **4. Risk Services Division**

- A. Assist and support Group/Division managers in the development, implementation and administration of their risk safety and loss prevention programs.
- B. Assist and support Group/Division managers with auditing and analyzing areas of loss.
- C. Assist and support Group/Division managers with identifying activities to prevent against loss.
- D. Develop and implement a risk, safety and loss prevention training and

education programs for identified risks.

- E. Monitor claims frequency and severity for each line of coverage.
- F. Manage and continually improve 5-Year Loss Prevention Plan.
- G. Provide quality, cost effective and responsive services.

**5. Safety Committees/Teams**

- A. Conduct and document monthly meetings.
- B. Problem solve, solution find and make recommendations to managers on strategies to resolve safety related issues/concerns.
- C. Conduct hazard surveys, audits, inspections and investigations.
- D. Promote and encourage employee involvement and participation in safety related activities.
- E. Monitor, assess and recommend ways to recognize safe behaviors and performance that is positive.
- F. Be a leader and role model for safety and loss prevention.

**Annual Program Audits:**

BES acknowledges the importance of monitoring and measuring our risk management programs. Annually, BES will request the assistance of the Bureau of Risk Management or an outside agency to conduct an audit of our Plan. The audit will include a comprehensive review of our loss history, potential areas of loss, and program comparisons. Any changes and/or recommendations made to our Plan will be reviewed and integrated into this Plan.

**Records Management:**

The Bureau’s safety and loss prevention records management plan comply with all OR-OSHA and City of Portland record keeping requirements. The Risk Services Division will maintain all records.

<b>Record / Plan</b>	<b>Retention Time</b>
300 Injury Records/OSHA	5 years
Employee Exposure	30 years + Employment
Medical Records/Exams	30 years + Employment
Safety Inspections/Audits	3 years
Respiratory Protection Fit Test	Annually
Bloodborne Pathogen Exposures	30 years + Employment
Noise Measurements	2 years
Audiograms	5 years + Employment
Confined Space Entry Permits	1 year
Material Safety Data Sheets	30 years



## FY 2012-2013 Action Plans

### A. Risk Management Incentive Program

#### BES 2012 Incentive Action Plan

Line	Item No.	Description Of Activity	Who Is Going To Do It	Measurement	Mitigation Focus	Status
WC	1	"Leading Indicator Training"	Paul Schuberg	Complete 4 Modulus	"Shortcuts, Snap Decisions & Compliancy"	
	2	Monthly hazard identification assessments and inspections	Paul Schuberg	Review results at monthly safety committee meetings.	Slips, trips, falls from working surfaces/elevations	
	3	Incident analysis training with a minimum of four sessions	Paul Schuberg/ OR-OSHA Consultant	Safety committee mini-trainings	Thorough and complete information that identifies root cause	
	4	Establish Confined Space Entry Team to Identify & Inventory Permit & Non-permit Spaces	Paul Schuberg and & WG Safety Committee	Monthly Reports to WG Safety Committee	Hazard recognition process & training	
	5	Fall Factor Training & Workplace Complacency Reduction	Paul Schuberg	Quarterly Discussions	Hazard awareness to prevent falls at all levels	
	6	Explore VPP for WG	Risk Services & WG Management	Current Gap Analysis	WC Claims reduction from "Employee Ownership" process	
	7	Wellness/Safety Connection	Risk Services & BHR	50% Participation	Improve fitness level relative to BES Safety	
	8	Ergonomic assessments for office employees	OMF Risk Management LP Team	As requested	Workplace injuries	
	9	Employee safety training	BES Risk Services will request & coordinate; OMF Risk Management will conduct training	As requested	Workplace injuries	

Line	Item No.	Description Of Activity	Who Is Going To Do It	Measurement	Mitigation Focus	Status
FL	1	Keep bureau drivers up to date in the 3 year driver safety training cycle.	BES Training Coord. OMF Risk will provide classes	BES Training will keep us up to date on status	Ensure BES drivers have knowledge to prevent vehicle crashes	
	2	Discuss at least one "Safety Talk" on Distracted Drivers and/or Maintaining Vehicle Clearances with employees	Risk develops Safety Talk. BES Supervisors discuss with employees	Conducted at tailgate meetings	Preventing "Hitting Parked Vehicle" and all other vehicle claims	
	3	BES will host a minimum of one "AARP Safe Driver Program" 8 hour class. BES will encourage employees 50 and over to attend the class. Drivers 55 and over can obtain a discount in their personal car insurance.	Risk does training. BES schedules room.	In process	Helping mature drivers prevent vehicle crashes on and off the job	
	4	Analyze Trends	Paul S. & WG Safety sub-committee	Incident Reduction	Rear-end collisions	

Line	Item No.	Description Of Activity	Who Is Going To Do It	Measurement	Mitigation Focus	Status
GL	1	Conduct root treatments based on funding	Gail Luthy	# root treatments and feet treated	Sewer Back-ups	
	3	Send out grease mailer	BES will request OMF Risk Management Liability	Mail out by January 1, 2013	Sewer Back-ups	
	4	Finalize and implement sewer release response plan	Matt Cribblez	July 2012	Mitigation of sewer backup	Done
	5	Implement Back-up Response and Customer Service Procedure	Steve Hazzard	October 2013	Reduce severity of sewer back up claims	On-going
	6	Develop/Change Utility Locate Procedure and Process	Mark Braun	August 2012	Reduce frequency and severity of sewer infrastructure related claims	
	7	Revise Permit Language	Joe Blanco & Mike Reiner	August 2012	Reduce Permit Related Claims	

Line	Item No.	Description Of Activity	Who Is Going To Do It	Measurement	Mitigation Focus	Status
All	1	Claims reports	OMF Risk Management LP Team	Bi-Annually	Tailor loss prevention efforts	
All	2	Customer allocation charge back system	BES Risk Svs RISK OMF	Development of charge back allocation	Severity of claims & Management accountability	
All	3	Risk Mgmt Strategic Plan	City Risk BES Risk Svs	Completion	City Locks	
All	4	Risk Mgmt Incentive Plan	City Risk BES Risk Svs	Completion	FQ:SV	
All	5	Risk Mgmt LP Ordinance	City Risk BES Risk Svs	Completion	City Standard	

## SHARP

### I. Wastewater Treatment Group

Oregon OSHA Safety & Health Achievement Program (SHARP) Implementation and Action Plan (July 1, 2012 – June 30, 2013)
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1. Continuous participation in observation and feedback process.
  - a. Continue monthly plant process area walk-throughs by Wastewater Group (WG) Director, Superintendent, Process Area Manager, Union Stewards and Risk Services Personnel. Emphasis on safety interaction with employees on inspections. On-going
  - b. Quarterly Safety Committee Members will make contact and/or visit other SHARP organizations and share strategies/ideas to establish a continual improvement mechanism for safety. SHARP Alliance quarterly meetings are attended by WG SHARP Advisory & SC members. WG Risk Services provides Oregon SHARP Board Member. On going.
  - c. Monthly Process Area Managers will attentively read safety committee minutes and conduct follow-up session(s) on outstanding safety issues/concerns within their area of responsibility. On-going
2. Develop specific criteria to evaluate safety & health performance objective during annual review of managers and leads.
  - a. Continue to incorporate safety work plan activities and objectives into performance reviews for managers and leads. On-going
  - b. Program Managers will facilitate a process to brainstorm and document within their respective workgroups what employees expect of each other with regards to safety training needs. On-going
  - c. Feedback from brainstorming sessions will be communicated and documented within each workgroup, thereby serving to establish employee safety expectations of each other. On-going
3. Review training/communications related to change analysis for new operations.

- a. Continue to develop and implement an on-line operations and maintenance manual that captures organizational and institutional knowledge of employees. On-going
  - b. Continue to develop and implement a process task checklist for each process work activity. On-going
  - c. Supervisors become more actively involved in newly created Safety Orientation PPT program for new employees and use the "buddy system" to train new employees. On-going
  - d. Continue improvements of documenting lockout/tagout procedures in the new "Synergen" system and verify improvement opportunities during the annual audit. On-going
4. Review responsibilities for hazard identification, control and communication for contractors working at the Plant.
- a. Project Managers shall be responsible and accountable to assure that safety is an agenda item during pre-construction and progress meetings, and that outstanding safety issues and/or hazards are corrected or abated. On-going
  - b. Project Managers of all capital improvement construction projects greater than \$250,000 require contractors to identify project hazards/risk, and submit a site-specific safety and health plan to address anticipated exposures. On-going
5. "Program Assessment Worksheet" (Items requiring minor improvements incorporated into Action Plan).
- a. "Accidents are investigated for root causes." Action Plan: Form group from Safety Committee to investigate incidents for root causes. Also consider establishing an "incident response team." 2012-13
  - b. "Change analysis is performed whenever a change in facilities, equipment, materials or processes occurs". Action Plan: Utilize Job Hazard Analysis, with changes for tasks & training purposes. JHA's currently located in BES Public folders on-line file to retain information for future use. On-going
  - c. "Supervisors receive appropriate safety and health training" Action Plan: Invite supervisors to attend training programs on a refresher basis. On-going
  - d. "Supervisors receive training that covers the supervisory

aspects of their safety and health responsibilities". Action Plan: Revisit OR-OSHA "Safety & The Supervisor Series", tailored for current Wastewater Group culture.

Spring 2013

6. Action Items for 2012 – 2013

- a. Continue Hazard Recognition Training by cross-functional team from all crafts and Risk Services.
- b. Continuous improvement communication efforts for engineering and line-staff.
- c. Emergency Action Plan refresher training with revised Policy/Procedure Document. Annual Flood Plan review with Management.
- d. Conduct quarterly injury and incident reviews with management.
- e. Update Safety Training Modules.
- f. Noise Surveys for BES industrial locations.

**C. SHARP**

**II. BES Construction Field Operations 2012-2013**

	<b>Goals &amp; Items for Improvement</b>	<b>Objective</b>	<b>Methods of Measurement</b>	<b>Expected Outcome</b>	<b>Assigned To</b>	<b>Target Date</b>
1	Identify and agree on actions that BLT/Division Managers and Safety Sponsors can do to stay engaged in safety and health management program for BES Construction.	Ensure Sr. Mgmt. keeps active in S & H role	Sr. BES Construction Management Participation:	Safety Committee, site surveys, presentations	SHARP Advisory For Follow-up	August 1, 2012
2	Complete documentation that demonstrates the review of in-place OSHA-mandated programs has been completed, Criteria 24.	Self Evaluation	Improve to a 3 rating.	Quarterly Audit and communication on improvement opportunities	Advisory with input from safety committees	March 2013
3	Ensure someone is responsible for tracking hazards identified by MTL employees.	Hazard Correction	Improve to a 3 rating.	All reported hazards tracked	Advisory with input from safety committees	Nov. 1, 2012
4	Generate a separate OSHA Form 300 and 300A for BES – Design/Construction Services.	Separate BES Field Operations on form	Completion of 2 Form 300 and 300A	Separate construction incidents for the rest of the Bureau.	Paul S.	Jan. 2013
5	Conduct noise exposure determination that is representative of all work activities where employees may be exposed at or above 85dba for an 8 hour average.	Upgrade	Tests, Monitor	Improve!	BES Risk Services	Jan. 2013
6	Implement training matrix changes w/additional training offered.	Reflection of current duties, exposures & regulatory issues	Does it meet the needs of the construction group? Use informal surveys.	Make training as relevant and useful as possible	Paul Schuberg, Neil Choate, Pat Darby, Steve Hawkins	Nov. & Dec. 2012
7	Create “best practices” checklist for emergency response to sink-holes.	Formalize current process with a useful checklist	Feedback from responders & BOM	Improve responder and public safety	Advisory committee with input from engineering and Inspection	Sept. 2012

8	Complete quarterly MTL inspections w/BES Risk Services Staff.	"Expert Hazard Analysis"	Feedback from MTL personnel on it's usefulness and the expert's insights / observations	Improved I.D. of hazards and abatement strategies	Neil Bruesch and BES Risk Services	Ongoing
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APPROVED:

\_\_\_\_\_ Date: \_\_\_\_\_  
Mike Reiner, Risk Services Manager

\_\_\_\_\_ Date: \_\_\_\_\_  
Dean Marriott, Bureau Director

\_\_\_\_\_ Date: \_\_\_\_\_  
Kate Wood, City Risk Manager

## Appendix A – Cost Analysis by Lines of Coverage

### *Loss Analysis Data*

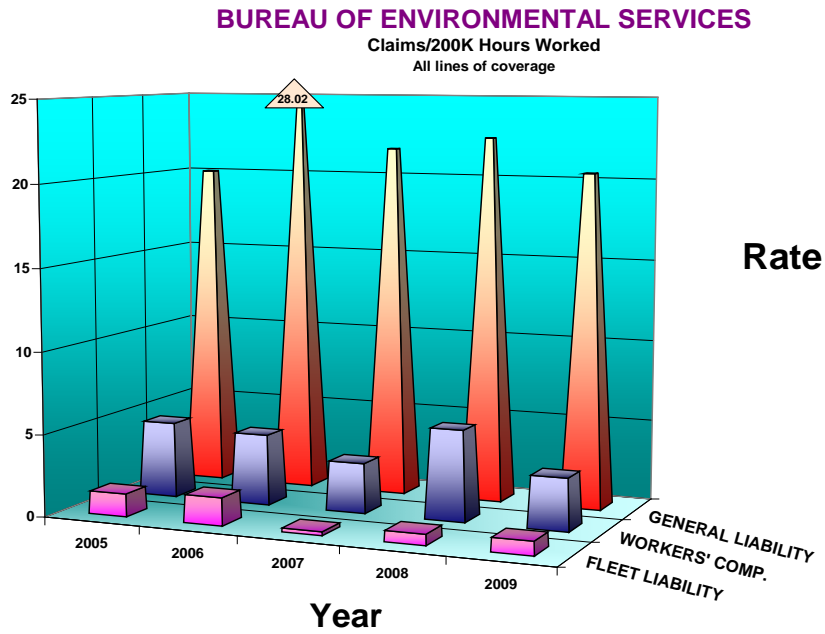
#### Bureau of Environmental Services 5-Year Loss History

<b>WORKERS' COMP.</b>	<b>Fiscal Year Ending:</b>				
	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>Description</b>					
Total Hours worked	867,645	835,068	856,262	906,976	948,813
Total Incurred Costs	\$31,257.95	\$184,548.16	\$57,060.74	\$82,594.99	\$29,836.29
Average Claim Cost	\$1,562.90	\$10,252.68	\$4,389.29	\$3,303.80	\$1,989.09
Total Number of Claims	20	18	13	25	15
Claims/\$100 Payroll	0.11	0.66	0.2	0.26	0.09
Claims/200K Hrs Worked	4.61	4.31	3.04	5.51	3.16
Total Time Loss Days	19	21	2	19	1
Time Loss Days/200K Hrs Worked	4.38	5.03	0.47	4.19	0.21

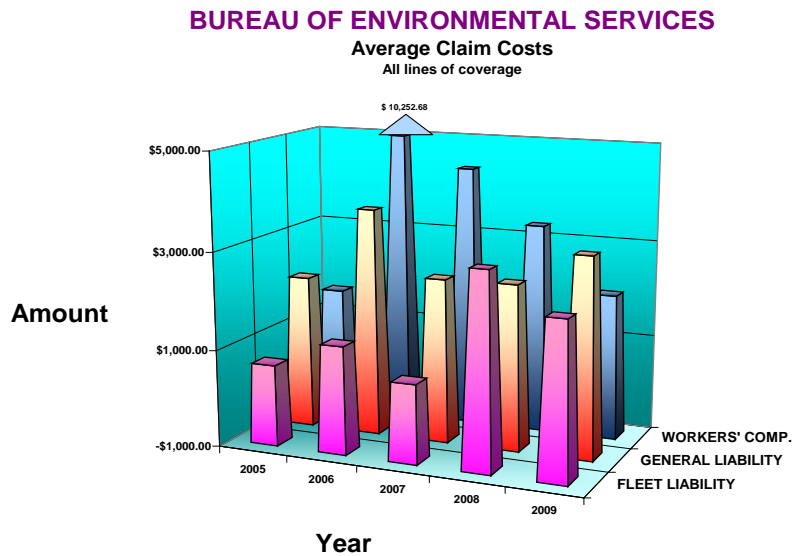
<b>GENERAL LIABILITY</b>	<b>Fiscal Year Ending:</b>				
	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>Description</b>					
Total Hours worked	867,645	835,068	856,262	906,976	948,813
Total Incurred Costs	\$186,746.40	\$429,788.88	\$220,381.86	\$244,812.44	\$299,967.67
Average Claim Cost	\$2,146.51	\$3,673.41	\$2,369.70	\$2,400.12	\$3,092.45
Total Number of Claims	87	117	93	102	97
Claims/200K Hrs Worked	20.05	28.02	21.72	22.49	20.45

<b>FLEET LIABILITY</b>	<b>Fiscal Year Ending:</b>				
	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>Description</b>					
Total Hours worked	867,645	835,068	856,262	906,976	948,813
Total Incurred Costs	\$3,998.68	\$8,477.49	\$616.70	\$8,994.60	\$8,811.81
Average Claim Cost	\$666.45	\$1,211.07	\$616.70	\$2,998.20	\$2,202.95
Total Number of Claims	6	7	1	3	4
Claims/200K Hrs Worked	1.38	1.68	0.23	0.66	0.84
Total Miles Driven	611,930	650,505	649,226	652,687	749,743
Claims/100K Miles Driven	0.98	1.08	0.15	1.38	0.53

Claims / 200K Hours Worked

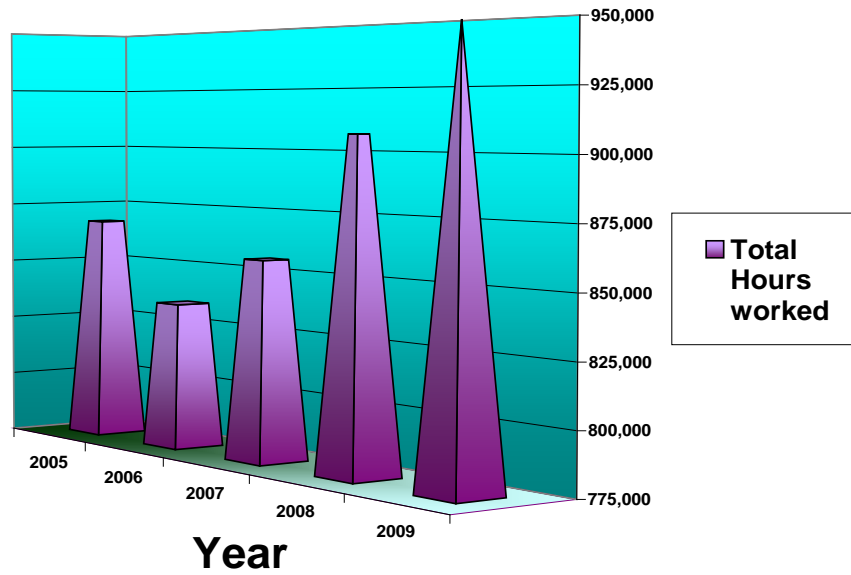


Average Claim Costs



Total Hours Worked

**BUREAU OF ENVIRONMENTAL SERVICES**  
Total annual hours worked



Time Loss Days per 200K Hours Worked

**BUREAU OF ENVIRONMENTAL SERVICES**  
Time Loss Days/200K Hrs Worked

