

Executive Summary

Council Members Present: Steve D'Antoni (NBC), Jim Meredith (BOR), Bill Miller (USGS), Barry Noll (OSH), Mary Parkinson (FWS), Ed Jerome (BLM), Dave Schuller (OSH), Paul Holley (BIA), Bob Garbe (OSH), and Mike Quinn (NPS).

Council Members Absent: Ed Awni (PMA), Maurice Banks (OSM), Larry Emanuel (SOL), Rhonda Poolaw (OST), Jim Robison (OIG), Rose Capers-Webb (BOEM/BSEE), and Mike May (NPS).

Initial Results of OSH Program Evaluations

The Department is in the process of evaluating each of the Bureaus. It was emphasized that the information presented was only partial and that a complete picture will not be available until all evaluations are completed.

The Department has completed evaluations on five of the Bureaus (OSM, IA, BIA, BIE, BLM,). The summary presentation focused on the pattern of findings since this information is more useful to the work of the Council than focusing attention on specific Bureaus. The summary identified common themes from the completed evaluations. In addition, all five of the Bureaus were in the "Needing a Lot of Work" evaluation category relative to Industrial Hygiene and Occupational Medicine. The observation was made that this needs to be a key area of focus for the Council moving forward.

Common Themes Across Bureaus/Offices

Following the presentations from each Council member organization, the common themes were identified in order to focus the work of the Council. Through a prioritization process, three areas emerged as clear high priorities:

- The need to revise the Department's Strategic Plan
- An increased focus on Occupational Health
- Integration of safety into the operational activities of all Department organizations

Strategic Plan Revision

During conversations about the connections between the Department Safety & Occupational Health Strategic Plan and the process currently underway to evaluate the Bureaus/Offices, it was agreed that there is presently a disconnect between these two. Since the Strategic Plan is in need of revision, there is a clear opportunity to align the plan and the evaluation process with the language and format of the DM. It was agreed the revision process should accomplish the following three tasks:

- Ensure the Strategic Plan accurately represents the Department's approach to safety
- Consolidate the document to provide a concise overview
- Ensure alignment with the Bureau/Office evaluation process and the language and format of the DM

Medical Officer for DOI

The Department has a new medical officer. This new position will provide additional resources enabling the Department to better serve the Bureaus/Offices. Kate Flanagan Sawyer is the first appointee to the role, she can be reached on her cell phone 303-475-6926.

Motor Vehicle Policy

Pat Reedy from the SW Solicitors office was a guest speaker at the meeting. Pat addressed the issue of problems with the current vehicle operator policy relating to drinking and drug use while operating

government vehicles. There is currently no DOI policy and bureau policy is poor to non-existent generally due to interpretation variations.

Next DOI Safety and Occupational Health Council Meeting

The next Council meeting will take place on November 6-8, 2012 in Arlington, Virginia. There will be several conference calls scheduled prior to that meeting to address the ongoing work of the Council.

Meeting Summary

Council Purpose

As a means of focusing participants' attention, the Council's purpose was revisited and the following points were emphasized:

- To translate safety issues into a language that is meaningful to DASHO level management and to influence and lobby for safety issues
- To develop Department-wide safety initiatives
- To identify and help address issues common to organizations within the Department
- To address technical safety issues from a strategic vantage point

There is an opportunity to use this topic to help Council members reframe their role and improve the Council's effectiveness. This is connected to an ongoing discussion that this Council is engaged in about addressing topics from one of three distinctly different vantage points, which are as follows:

- A Strategic Leadership Approach
- A Programmatic Approach
- A Problem Solving Approach

It was mentioned that all three approaches may be appropriate depending upon the issues and circumstances. This discussion will likely continue in future meetings.

Initial Results of OSH Program Evaluations

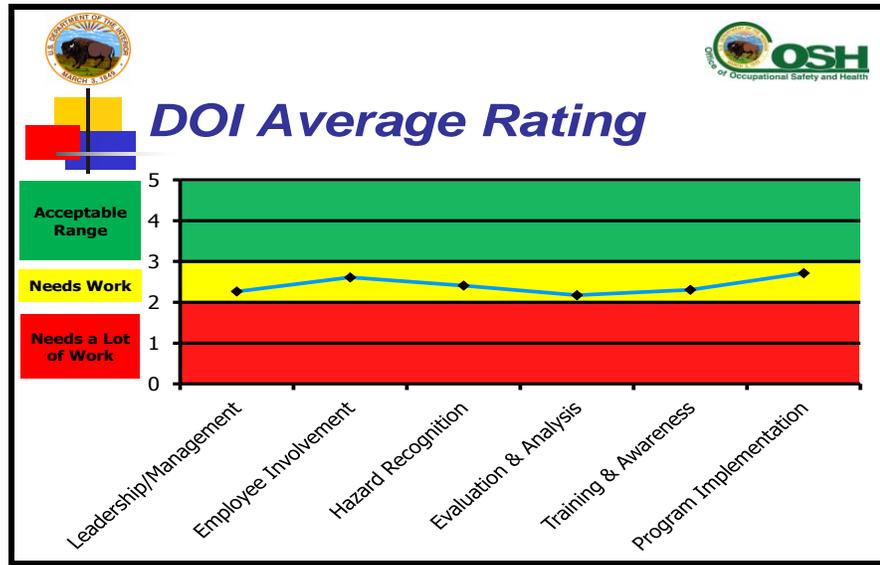
The Department is in the process of evaluating each of the Bureaus. It was emphasized that the information presented was only partial and that a complete picture will not be available until all evaluations are completed. Program evaluations focused on six main components essential for an effective safety and health program:

1. Management and leadership
2. Employee involvement
3. Hazard recognition and prevention
4. Evaluation and analysis
5. Training and awareness
6. Program implementation and operation

The Department has completed five program evaluations (OSM, IA, BIA, BIE, and BLM,). The summary presentation focused on the pattern of findings since this information is more useful to the work of the Council than focusing attention on specific Bureaus. The summary identified common themes from the completed evaluations. In addition, all five of the Bureaus were in the "Needing a Lot of Work" evaluation category relative to Industrial Hygiene and Occupational Medicine. The observation was made that this needs to be a key area of focus for the Council moving forward.

The evaluation process will enable focused attention to be placed on the root causes of deficiencies and ways in which they should be addressed. Similarly, as best practices are identified, these can be shared with the Council members.

Based on the five completed program evaluations, the overall average of the Department falls within the “Needs Work” evaluation category. The results of this recurring evaluation process will be a set of information useful in influencing management across all levels of the Departments, especially the DASHO and the Deputy’s Operating Group (DOG). The nature of this influence and to what end the influence should be used remains to be determined.



The evaluation process also identified the following “Best Practices”:

- OSM conducts a nine-month mentoring and training program for new inspectors engaged in surface mining and reclamation field inspection activities. This mentoring and training program for new inspectors is one of the strengths of the OSM training and personal development processes
- The policy statement issued by the Colorado State Director in June 2011 entitled “Commitment to Safety and Health” is an outstanding expression of management commitment to worker safety and serves as a fundamental cornerstone to establish safety as an organizational value.
- The Fire Safety Program, particularly at the Southern Ute Agency, is well managed and very thorough.
- The Facility Management Information System (FMIS) utilized by IA-DSRM, is an excellent deficiency tracking system used to record, track, abate, and document closure of facility safety deficiencies identified during facility walkthrough inspections.

The current Department Strategic Plan is in need of updating to reflect the current working environment. This revision will take place in the near future. It was also reported that the Department considers the 2007 IG report closed.

Bureau Self Self-Assessment

In addition to DOI OSH presenting the results to date from their evaluations, each Bureau/office presented their self-assessment based on the following questions:

1. What are your bureau’s current data sources or collection tools?
2. How do you use the collected data to guide your safety and health program?
3. Present your bureau’s strategic plan.
4. Present your bureau’s top 10 safety and health program gaps or deficiencies.
5. Present your bureau’s top 10 best management practices.

6. What elements of the 2007 IG audit report do you feel still require further DOI action?

Below are the assessments from each bureau present at the meeting. These presentations focused primarily on identifying “Best Practices” and “Deficiencies.”

National Park Service

Deficiencies

1. Training Industrial Hygienists
2. Lack of an IH Baseline survey
3. Inconsistencies in program efficiency
4. Training safety managers
5. Training source for executives
6. Comprehensive training for CDSO’s

Best Practices

1. Safety Leadership Council
2. Operational Leadership
3. National Leadership Council
4. SMAC SAFE
5. Call To Action, 2016
6. Zone/Network Concepts
7. Health & Wellness Program
8. Internship Programs

Fish and Wildlife Service

Deficiencies

1. Lack of full time safety professionals (over reliance on collateral duty staff)
2. Lack of Regional Safety office visibility and involvement
3. Lack of documented Regional safety action plan
4. No regional safety plans
5. Lack of CDOS
6. Lack of field documentation – poor accountability
7. Lack of adequate communications
8. Lack of documented annual safety inspections and tracking abatements
9. No safety training for supervisors
10. Little focus on operational safety

Best Practices

1. Policies
2. Special Working Groups
3. Regional Evaluation Process

US Geological Survey

Deficiencies

1. SMIS Data Reports
2. DOI LEARN Training Data
3. Professional development seminar – CDSO’s
4. IH/Medical Survey Program
5. Specialized Program Implementation
6. Strategic Plan Metrics

Best Practices

1. Training/Ed. Core competency DOC
2. Inspection and abatement systems
3. Linking USGS plan/evaluations/surveys to the DOI level docs
4. Director /Management active involvement
5. Metrics linked to accountability
6. OSH web site well used
7. SIMS
8. Safety compliance is incorporated into leaders performance reviews

Indian Affairs / Bureau of Indian Affairs

Deficiencies

1. Insufficient Resources
2. Annual workplace Inspection
3. Abatement/Correction Plans
4. Job Hazard Analysis
5. Risk Management Assessment
6. Focus on Federal Programs by Regional Safety
7. Safety and Occupational Health Training
8. Supervisor Roles and Responsibilities
9. Timely, complete and accurate filing of injuries (SIMS)
10. Return to Work/Loss Time

Best Practices

1. FMIS Safety & Health Inspection Module
2. Weekly Project Assessment Review (DSRM & OFMC)
3. Monthly and Quarterly Scorecards Submission to Management
4. OFFCR Quarterly report Submission to the Department and OMB
5. Regional SOH Program Evaluations

Bureau of Reclamation

Deficiencies

1. Addressing high risk activities
2. Developing program policies and requirement
3. Addressing new mission activities – e.g. the “ologists”
4. Maintaining SOH professional expertise
5. Building & Maintaining management support
6. Occupational Health performance

Best Practices

1. Strong Management Support
2. Effective resource support to address SOH issues
3. Recognized need to ensure professional development

Office of the Secretary (Facility and Administrative Services)

Deficiencies

1. Identification of customers
2. Communication with known customers
3. Facility inspection/program review in remote locations

Best Practices

1. Timely internal responses to customer needs
2. Worker's comp case management process
3. Support Services

Bureau of Land Management

Deficiencies

1. Policy Updates (Production of an 2012 handbook; Policy will have an annual update)
2. Risk Management (Policy; Training; Focused evaluations)
3. Communications (Raising the visibility across the organization; Marketing within the organization)
4. Competencies of the State safety Managers (Both technical and non technical)
5. Safety and Health Management Team (SHMT)
6. Management Safety Training (All levels; Responsibilities)
7. Sharing Best Practices
8. Management Safety Commitments Memo
9. Address Behavior
10. Achieving a strong + Safety Culture

Common Themes Across Bureaus/Offices

Following the presentations from each Council member organization, the common themes were identified in order to focus the work of the Council. Through a prioritization process, three areas emerged as clear high priorities:

- The need to revise the Department's Strategic Plan
- An increased focus on Occupational Health
- Integration of safety into the operational activities of all Department organizations

Three breakout groups were created to further develop the scope of the Occupational Health, integration issues, and the revision of the strategic plan. The breakout groups were asked to develop a high-level concept plan rather than solve the problem during the meeting. To do this, each group was asked to articulate the following elements of a draft plan:

- Goals
- Deliverables for the SHC
- Process: What activities are needed to achieve the deliverables?
- Resources: What knowledge, time, money or capabilities will be needed?
- Approximate Timeline

Occupational Health (OH)

There is general agreement among Council members that OH is underserved in most Bureaus/Offices and that there is a potential cost to the taxpayer as a result. In order to redress this imbalance, the following high-level task map was sketched out:

Note: The strategic plan (SP) number in this section is cross references to the current SP.

Goals

The draft goal statements listed below are cross-referenced against the current strategic plan.

- Programs are in place to recognize, evaluate and control occupational health hazards throughout the Department's organizations. (SP #3, #6)
- The leadership and management of the Department's organizations fully support the occupational health programs that are in place. (SP #1)

Deliverables

- Assessment of resources and compliance levels by Bureau
- The cost to the tax payer of health related illness
- Cutting-edge health hazard training and education programs available across the Department at the operational level

Process

- Conduct a gap analysis and project plan
- Perform a SMIS analysis
- Appoint an IH representative to the SHC
- Identify “best practices” and opportunities for collaboration
- Develop an implementation plan

Resources

- An IH workgroup
- Workgroup augmented with additional Bureau & contractor support as needed

Timeline

FY 13-16(+)

Organizational Integration of Safety and Occupational Health

There is agreement among most Council members that, as a general rule, safety and occupational health are not well integrated into the day-to-day operational cultures of the Council’s member organizations. The pervasive attitude is generally that the “safety people” take care of it. This group produced the following high-level task map to address this issue:

Goal

To raise the perceived level of importance of safety and health within the Department to the point that is fully integrated into day-to-day operations.

Deliverables

- Leadership and management view safety and occupational health as an essential core responsibility of operating an effective and efficient organization
- Leadership and management have the capabilities to integrate safety and occupational health into operations
- A comprehensive set of training education and mentoring programs are in place
- All organizational stakeholder groups see themselves as partners in healthy and safe organizations

Process

- Develop leadership competencies, benchmarked across multiple sectors
- Conduct comprehensive benchmarking to include federal agencies, private and nonprofit sectors
- Develop gap analysis data
- Develop road maps for Bureau/Office change initiatives
- Engage multiple stakeholder groups to identify change strategies and allies to promote safety and occupational health such as HR, Unions & Professional Groups etc.
- Act as a clearing house for strategies that have been successful in DOI Bureaus/Office

Timeline

FY 13-16(+)

Consolidated Common Themes Summary

After reflecting on the discussions during this meeting, the Council consolidated the common themes identified by their individual self-evaluations to the following:

- The need to revise the Department's Strategic Plan
- The lack of focus on Occupational Health
- Integration of safety into the operational activities and culture of all the Department's organizations
- Poor alignment of Department policy with the application of program standards and requirements within the Department's organizations
- A deficit of education and training opportunities at all levels for both management/leadership and technical safety professionals
- The ratio of safety professional compared to the number of employees is low in most Council organizations

Next Step:

- The Council's efforts will focus on "Integration of safety into the operational activities of all Department organizations." To this end, the "high level concept plan" will be further developed, creating the next level of detail. There is an opportunity to integrate this into the revision of the Strategic Plan.

Strategic Plan Revision

During conversations about the connections between the Department Safety & Occupational Health Strategic Plan and the process currently underway to evaluate the Bureaus/Offices, it was agreed that there is presently a disconnect between these two. Since the Strategic Plan is in need of revision, there is a clear opportunity to align the plan and the evaluation process with the language and format of the DM. It was agreed the revision process should accomplish the following three tasks:

- Ensure the Strategic Plan accurately represents the Department's approach to safety
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- Ensure alignment with the Bureau/Office evaluation process and the language and format of the DM

Next Step:

- Dave Schuller will finalize a revised draft of the DOI strategic plan for full Council review. Upon Council review and concurrence, OSH will share the draft strategic plan with the DASHO Council for approval.

Medical Officer for DOI

The Department has a new medical officer. This new position will provide additional resources enabling the Department to better serve the Bureaus/Offices. Kate Flanagan Sawyer is the first appointee to the role, she can be reached on her cell phone 303-475-6926.

Motor Vehicle Policy

Pat Reedy from the SW Solicitors office was a guest speaker at the meeting. Pat addressed the issue of problems with the vehicle policy relating to drinking and drug use while operating government vehicles. The problems range from significant bureau variations in interpretation as well as the general ambiguity of the policies. Current guidance on this policy is poor to non-existent.

The planned course of action is to form a working group to draft a narrowly targeted bulletin within a three-month timeline that will address this issue. This working group will address the following issues:

- The target of the bulletin
- The bulletin's scope
- Identification of a range of sanctions

The bulletin once published will likely be integrated into the DOI Safety DM. Pat is providing Council members

and/or their representatives with the opportunity to join the working group and help craft this bulletin. Pat can be reached at Patricia.Reedy@sol.doi.gov

Next Step:

- Dave Schuller will send Pat Reedy an email with a list of all council members ASAP.

Next DASHO Meeting

The next DASHO meeting will take place on July 19, 2012. Potential agenda items for the DASHO meeting include:

- The need to revise the Strategic Plan (a draft outline may be presented for review)
- Emerging alignment between the bureau evaluation process, metrics and the strategic plan
- SMIS update

Next DOI Safety and Occupational Health Council Meeting

The next Council meeting will take place on November 6-8, 2012 in Arlington, Virginia. There will be several conference calls scheduled prior to that meeting to address the ongoing work of the Council. Topics for the next meeting include:

- Status and future of the Council’s work groups
- Exploring opportunities for greater collaboration with HR
- Status and future evolution of SMIS
- Design for FY 2013 Safety week
- Status of Strategic Plan revision
- How to best leverage bureau best practices

Action Item Summary

| Task | Responsibility | Deadline |
|--|--|-----------|
| Strategic Plan Revision | | |
| 1. Finalize a revised draft of the DOI strategic plan for full Council review. | Dave Schuller, Bill Miller, and Steve D’Antoni | 5/25/2012 |
| 2. Review the draft plan and provide comments to OSH. | All Council Members | 6/29/2012 |
| 3. Share the draft strategic plan with the DASHO Council for approval consideration. | Diane Schmitz, Barry Noll, Dave Schuller | 7/19/2012 |
| Motor Vehicle Policy | | |
| 4. Send Pat Reedy a list of council members | Dave Schuller | ASAP |

Meeting Participants

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