

2 MANAGEMENT COMMITMENT

2.1 LEADERSHIP AND ORGANIZATION

The Safety and Health Policy of the State of Michigan incorporates a number of policy statements that speak to management's responsibility for establishing a safety and health system.

“In order to reduce or prevent workplace accidents and exposures, which result in human suffering as well as economic losses, the Governor has established the following policies:

1. Preventing accidents is *a prime function of management*, and *management will be responsible* for injury prevention.
2. A safety and health system will be *developed, implemented, and administered by each department*.
3. *Managers will be accountable* for the safety, health, and training of all employees working under their supervision.
4. *All employees* will follow safe and healthful programs, policies and work practices.

A safety culture does not develop spontaneously without effective management commitment and leadership. The successful attainment of any organizational goal requires a supporting management system. This principle is easy to articulate, but practical implementation is complex and difficult. The Safety and Health System must:

- Formulate the safety goals
- Communicate those goals throughout the department
- Coordinate the efforts of numerous individuals toward achieving those goals
- Evaluate progress toward the goals
- Identify changes needed to improve results
- Implement needed change

Executive management needs a system that will provide reasonable, but practical assurance that the Governor's safety policy is being implemented and that progress is being made with regard to the State's safety improvement goals. This requires:

- A detailed analysis of the specific safety performance goals broken out into operationally relevant steps or tasks.
- That these goals be quantifiable. Management needs to know when the goals are achieved.

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- Recognition of accomplishments and successes.
- A mechanism to reconcile conflicts with other departmental goals. A method for allocating relative priorities needs to be established and clearly communicated, so that only rare conflicts need to be resolved by executive management.
- That responsibilities for safety must be clearly defined and communicated. The responsibility should be aligned with organizational authority and a careful analysis made of the resources needed to achieve the safety performance goals. Although everyone has responsibility for safety, that responsibility only extends to the areas under their operational control. Ultimately, as stated by the Governor, responsibility for the Safety and Health System belongs to executive management.

The purpose of this manual is to provide guidance to executive management and department staff as to what specifically needs to be done and how to effectively achieve those objectives.

2.2 PROGRAM GOALS

DMB has established as a core value that injury and illness prevention is a priority. The success of the DMB Safety and Health System depends upon the system created by DMB management and employees. Active participation and support is essential. The Department has established the following goals for the Safety and Health program:

- 1) Compliance with MIOSHA Safety and Health standards as a minimum standard.
- 2) The ultimate goal is a work environment with no work-related illness or injury. All safety and health programs will be developed to positively impact trends in incidents of injury/illness to achieve this ultimate goal.

2.3 ASSIGNMENT OF RESPONSIBILITY

2.3.1 EXECUTIVE MANAGEMENT

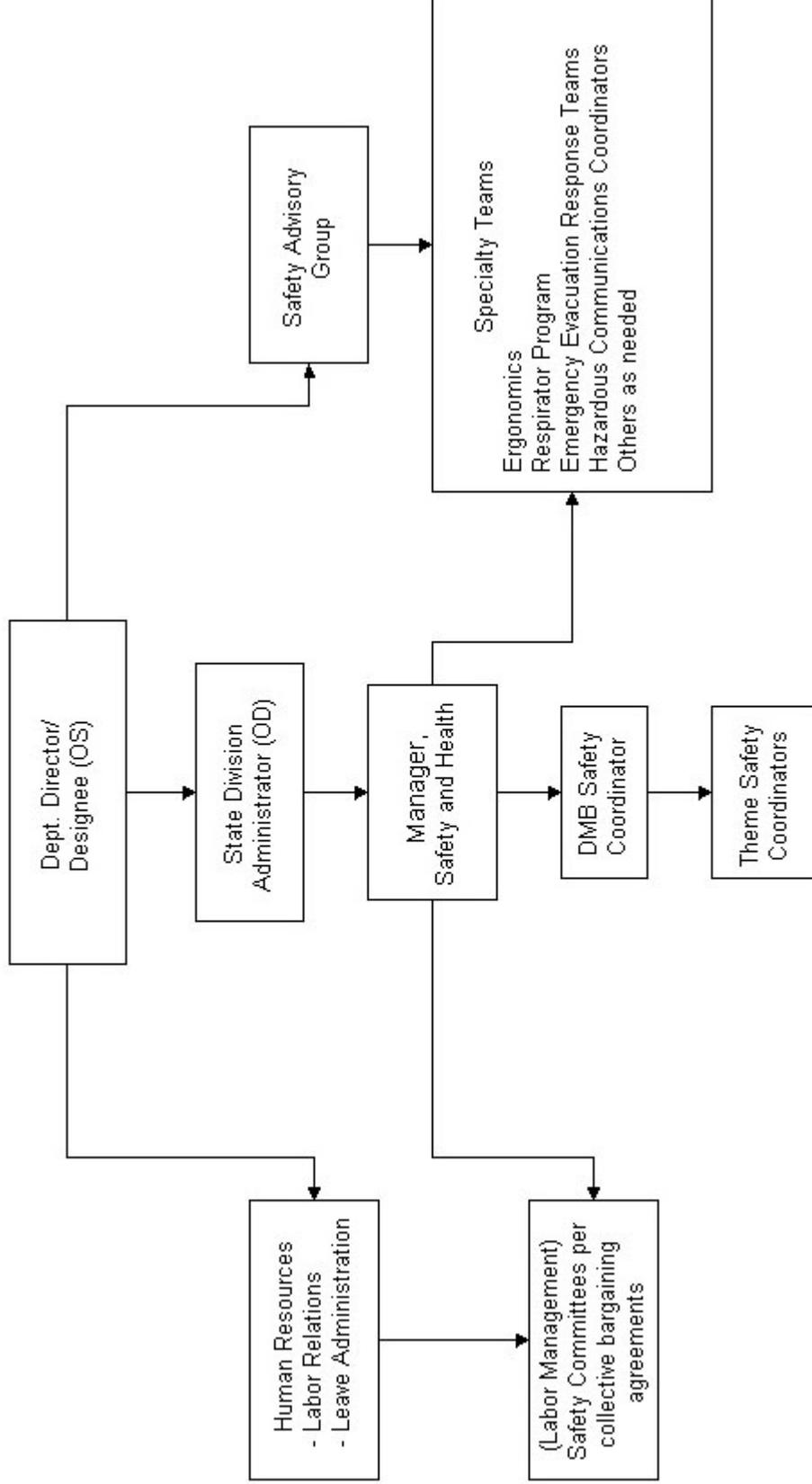
The DMB Director and executive management are committed to implementing a comprehensive safety and health system. To assist in this effort, the department director has designated a department Safety and Health Unit to oversee and coordinate the implementation and continuous improvement of the safety and health system. The Safety and Health Unit staff will act as a resource and contact point for all department members. Managers and supervisors are to provide leadership and active, visible participation.

2.3.1.1 Responsibility of Executive Management:

1. DMB Executive Management expects and relies upon the involvement and participation of all managers and supervisors to fulfill their individual responsibilities in the administration, coordination, and implementation of the department's safety and health system. A supporting organizational structure will be created to ensure departmental involvement and success. *See organizational structure in Section 2.3.2.*
2. DMB Executive Management is responsible for implementing major decisions and policies set forth in the safety and health system, and providing the necessary resources to achieve established goals.
3. The Department Director/Designee will appoint a Safety Advisory Group to monitor the effectiveness of the safety and health system and recommend needed improvements.
4. DMB Executive management is responsible for personal compliance with organizational rules and regulations, and for setting an example that models safe behavior.
5. Ensure that safety and health issues are integrated into all business processes and decisions as their respective organizations conduct the normal operation of business activities.

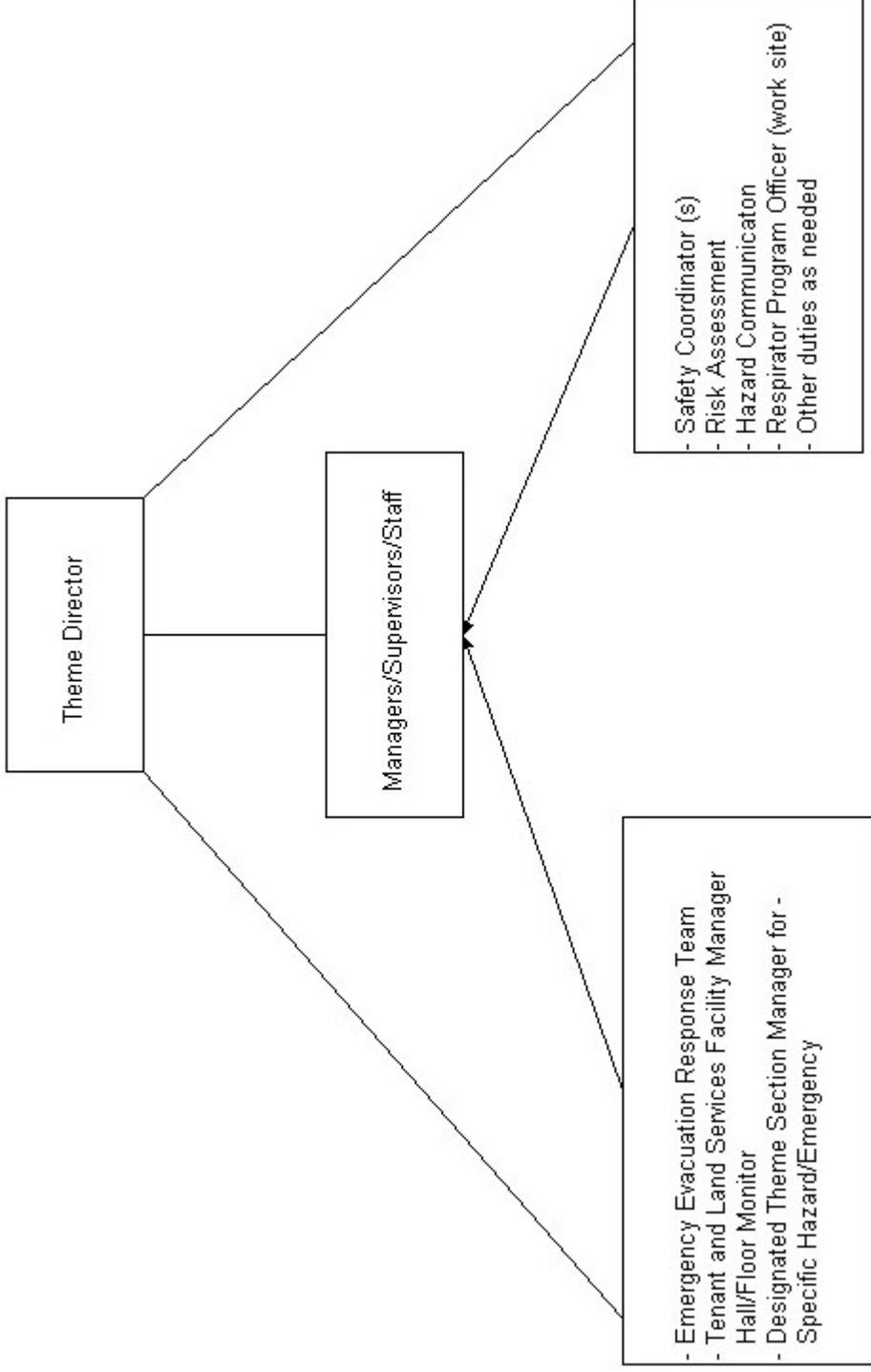
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2.3.2 ORGANIZATIONAL STRUCTURE



Note: Specialty teams may be office specific or departmentwide depending on nature of activity.

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2.3.3 SAFETY ADVISORY GROUP

An important component of the DMB Safety and Health System is the Safety Advisory Group.

2.3.3.1 Purpose of the group

1. To oversee the implementation and monitor the effectiveness of the safety and health system.
2. To identify needed system improvements.
3. To support system improvements as recommendations are developed.

2.3.3.2 Composition

The Safety Advisory Group is composed of the Department Director/Designee, the Safety and Health manager and designated members of the operations within DMB that have greater safety risks. The group may also involve other management representatives as needed. Suggested membership includes representatives from:

- Acquisition Services
- Agency Services
- Financial Services
- Infrastructure Services
- Organizational Services
- Retirement Services
- Tenant and Land Services

2.3.3.3 Responsibilities

- Set and communicate safety priorities
- Promote safe work processes
- Develop and analyze DMB safety and health data
- Resolve conflicts with other departmental goals
- Make recommendations regarding safety and health process improvements in the areas of:
 - ✓ Hazard control
 - ✓ Employee involvement/management involvement
 - ✓ Policies & procedures
 - ✓ Job design
 - ✓ Specialized safety areas
- Develop safety training recommendations for the department
- Develop recommendations for contractor requirements

2.3.4 SPECIALTY TEAMS

Specialty safety teams are assigned as needed to participate in the implementation of the DMB Safety and Health System. Teams may be cross-functional or office-specific depending upon the nature of the work process under review and the safety requirements related to the work processes identified.

2.3.4.1 Purpose of the Teams

1. To participate in the implementation of specific safety and health system elements impacting DMB work processes.
2. To recommend to the Safety Advisory Group needed system improvements in particular functional areas.
3. Specialty teams may be organized in a variety of areas. Some examples include:
 - Ergonomics
 - Respirator program
 - Emergency evacuation response
 - Hazard communications

2.3.4.2 Composition

A Specialty Team is composed of managers, supervisors, and employees. The rationale for the composition and formation of a specialty team can be based upon such factors as organizational structure/autonomy, geographic separation, number of employees, diversity/severity of the safety risk and work process under review.

2.3.4.3 Responsibilities

- Identify potential causes of accidents and assure proper controls are in place in specific areas.
- Evaluate work processes for safety and health risks and recommend needed process improvements in those areas.
- Review and resolve safety and health issues from “Employee Report of Hazard”.
- Review accident reports and implement needed improvements.
- Assist with compliance with safety and health standards.
- Report periodically to the Safety Advisory Group on the status of safety within their area of responsibility.

2.3.5 DMB SAFETY AND HEALTH COORDINATOR

2.3.5.1 *Assigned Individual*

The DMB Safety and Health Coordinator will advise Executive Management, supervisors and employees of the progress toward implementing the safety and health system. The Safety and Health Coordinators for the DMB are:

Name **Joel Hoffman (517) 241-2890**
 Judy Ferrigan (517) 335-1565
 Anita Stevens (517) 241-4582

Location **Organizational Services**
 Safety and Health Unit

Fax **(517) 373-8317**

E-mail: **hoffmanj1@michigan.gov**
 ferriganj1@michigan.gov
 stevensa@michigan.gov

2.3.5.2 Responsibilities

The responsibilities of the DMB Safety and Health Coordinator and the staff of the Safety and Health Unit will include, but are not limited to, the following activities:

1. Act as a resource for the administration of the Department's Safety and Health System.
2. Conduct or facilitate safety and health training for department personnel.
3. Collect and analyze data and develop performance measures of the safety and health system to enable ongoing evaluation of its effectiveness.
4. Serve as a staff resource to the DMB Safety Advisory Group, prepare meeting agendas and distribute the minutes of Safety Advisory Group meetings.
5. Serve as the department representative on the safety committees as defined in collective bargaining agreements.
6. Assure supervisors are trained in accident investigation procedures, MIOSHA requirements, good safety and health practices and workers' compensation policies. Review accident reports/investigations for accident causes, timeliness, thoroughness, and monitor corrective actions implemented.
7. Periodically monitor "worksites" safety and health performance, performing "spot checks" to detect hazards and unsafe behaviors.
8. Prepare safety and health bulletins, posters, and promotional activities.
9. Serve as a regulatory compliance technical resource.
10. Review and recommend from a safety and health standpoint specifications for purchasing new equipment. Determine the need for and recommend types and sources of safety and health equipment essential for specific hazardous jobs.
11. Create, maintain, update, and distribute the written DMB Safety and Health Policy and Procedures Manual.
12. Accompany worksite managers on all MIOSHA inspections. Coordinate all responses and follow up on citations received.
13. Assist management by reporting to MIOSHA any fatality or inpatient hospitalization of three or more employees within 8 hours.

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14. Review "Employee Report of Hazard" with supervisor to handle unresolved employee health and safety concern.
15. Ensure the effective implementation of occupational health (Industrial hygiene) programs.
16. Centrally maintain the DMB MIOSHA Form 300 Log and Summary according to MIOSHA recordkeeping requirements.
17. Conduct annual safety and health audits.

Assess hazards and imminent dangers and if appropriate stop any operations until the dangers have been corrected or eliminated.

2.3.6 SUPERVISOR

A safety-minded supervisor is a key to a successful safety and health system. Supervisors are responsible for the daily display of management's attitude toward safety and health. A supervisor's attitude plays an important part in obtaining or preventing the acceptance of safe work practices, policies, and procedures. Supervisors have responsibility for controlling and eliminating hazards, accident prevention, ensuring that employees engage in safe work practices and to provide a safe work environment.

2.3.6.1 Responsibilities

The following is a list of supervisory responsibilities:

1. Conduct or facilitate employee training and integrate the safety and health policies and procedures defined in the DMB Safety and Health Manual into standard operating procedures throughout the department.
2. Provide and maintain a safe workplace.
3. Ensure that the necessary safety and health devices and personal protective equipment (PPE) are available for each job that is performed. All safety and health equipment and PPE will be properly used, cleaned, and maintained on a regular basis.
4. Adhere to all safety and health rules, policies and procedures.
5. Promote and enforce safety and health rules and safe work requirements through leadership, role modeling, instruction, and discipline when needed.
6. Ensure that their employees are trained for the jobs they are assigned to do. This includes communicating safe work requirements for the operation of all equipment and processes in the workplace.

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7. Maintain safety training records, and make available for review upon request by the DMB Safety and Health Coordinator. *See Section 9.2 for forms related to safety and health training.*
8. Continually observe and evaluate the work environment, job procedures and safe work requirements to detect and correct unsafe conditions or work practices. In addition conduct periodic worksite safety and health inspections with employee involvement .
9. Request and participate in appropriate supervisory safety training.
10. When an employee has a work related injury or illness:
 - a. Arrange appropriate medical treatment;
 - b. Immediately conduct an investigation of the accident/illness and file an accident report.
 - c. Report the incident to the Safety and Health Unit in the Office of Organizational Services within 24 hours.
 - d. Follow up with injured employee within 8 hours.
11. Review accident reports and determine the priority for performing a Job Safety Analysis (JSA). *See Section 5.3.*
12. Respond to an employee's report of a safety and health hazard and/or unsafe work practice. *See Section 5.2 and 9.7 for Employee Report of Hazard.*
13. Provide safety and health briefings at routine staff meetings to maintain a high level of awareness of safety and health.

2.3.6.2 Corrective Action

Because of the serious consequences associated with the violation of safety and health rules and policies, it is important that supervisors understand the corrective action process. In situations of imminent danger, supervisors must act to resolve the problem first, then determine appropriate follow up action. Generally, however, with the variety of collective bargaining agreements in place and recognizing that every situation is unique, a supervisor must contact a Labor Relations Representative prior to taking corrective or disciplinary action against an employee for violation of a safety and health rule or policy. The Labor Relations Representative is best equipped to assist the supervisor with determining the appropriate action to be taken.