ADMINISTRATIVE PROCEDURE

SUBJECT:
SAFETY PROGRAM – INJURY
ILLNESS PREVENTION PLAN
(IIPP)

Number
IX-1

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PURPOSE

The purposes of the Safety Program are to:

- Establish safety as a priority;
- Maintain a safe and healthy work environment from threat of injury or illness due to unsafe practices or conditions;
- Encourage all District staff to work together to identify and eliminate unsafe conditions and work practices;
- Maximize the safety of employees, contractors, and the general public;
- Provide appropriate safety training programs for employees;
- Comply with all federal, state, local, and District safety requirements and guidelines and, where necessary, implement additional policies to ensure the safety of District employees;
- Establish specific responsibility for safety administration.

POLICY

The Safety Program for the District shall be administered by the Assistant General Manager of Engineering or the designated senior manager in accordance with the program guidelines established in this procedure.

This document establishes the Safety Program of the District in order to promote industrial, vehicular, and personal safety in all District operations.

GOALS

The goals of the District Safety Program are to:

EMPHASIZE the importance of safety;
PROMOTE safe working practices, habits and conditions throughout the District;

IDENTIFY unsafe working conditions and acts, and take or recommend corrective action;

INVOLVE all District employees in shared responsibility for creating/maintaining a safe working environment;

RECOGNIZE safety consciousness/awareness for all positions within the District;

FOSTER an environment where safety concerns can be freely and openly communicated;

PROVIDE adequate resources to improve the safety of facilities and equipment, and support safety training efforts;

ESTABLISH written safety standards, policies, objectives and procedures.

PROGRAM COMPONENTS

The Safety Program is implemented through the following activities and processes:

- Delineation of specific responsibilities for safety administration for all positions within the District.
- Representation of all major organizational work units on the District Safety Committee which meets regularly to identify, resolve, and discuss specific safety issues. Various other committees, including Site Safety Committees, a Safety Task Force, or topic-specific sub-committees may also be established and regularly meet to provide additional forums to identify, resolve, and discuss specific safety issues.
- Facilitate employee involvement in identifying and correcting unsafe equipment, work areas and/or practices.
- Review and investigation of all accidents, near miss events, and other safety-related incidents to assess prevention and responsibility and to determine corrective action.
- Periodic review of corrective actions to determine whether implemented changes are effective.
- Regular work site safety inspections and tailgate safety meetings to identify and correct potential safety hazards and/or unsafe working practices.
- Regular audits of safety program effectiveness, no less than every two years, and timely actions to address opportunities for improvement. Includes measurement of safety performance and District-wide communication of results.
Structured safety training courses including web-based safety exercises, in-house instruction, and vendor-based training for all safety areas as appropriate.

- Dissemination of safety awareness messages through electronic mail, website information, newsletters, posters and related printed and electronic materials designed to remind/inform employees of safe working practices.

- Recognition of safety accomplishments.

I. **RESPONSIBILITY FOR SAFETY ADMINISTRATION**

An effective Safety Program requires shared responsibility and committed participation from all positions within the District.

A. **INDIVIDUAL EMPLOYEES** are responsible to:

- Perform work tasks in a safe manner, use proper safeguards and personal protective equipment, and follow documented safety procedures and practices;

- Provide a good example to co-workers when performing work activities daily, emphasize safety;

- Stop work activities when an unsafe situation is perceived, and resume work only after appropriate safety precautions are taken;

- Protect the safety of other co-workers and the public;

- Immediately inform site supervisors, the Manager of Health and Safety, and/or District Safety Committee and/or Site Safety Committee representatives of accidents, unsafe conditions, incidents, equipment, and practices;

- Recognize the positive safety actions of fellow employees utilizing the Safety Recognition Program tools (see Administrative Procedure IX-3);

- Participate in on-site tailgate meetings and safety trainings;

- Be aware of the safety training requirements and discuss needed training with their supervisor;

- Fulfill the responsibilities of a Safety Committee representative or alternate when in that capacity;

- Correct unsafe conditions within reason, whenever possible;

- Only perform tasks in which the employee has been trained and authorized to perform;

- Be aware of safety training requirements and discuss needed training with supervisor;
B. EMPLOYEES WITH DIRECT REPORTS are responsible to:

- Provide a safe work place and ensure that the District’s safety-related policies and procedures are made a priority and are clearly communicated, understood and followed by all employees;
- Implement the Safety Program on a daily basis to ensure that safety is a key element in every job;
- Provide a role model of safety through strong leadership, ethics and personal involvement in safety issues including job site presence, personal safety performance, resolving identified safety issues, and open discussion of safety lessons and improvements;
- Continuously improve the District’s safety goals and performance;
- Conduct safety orientations with new or reassigned direct reports; conduct regular safety meetings related to specific safety practices within area of supervision; and continuously monitor employees’ activities to ensure that they are following safe work practices;
- Review all safety events reported by their direct reports to assess corrective action and the need for safety modification and/or employee training; submit Incident/Injury Reports to the Manager of Health and Safety in conformance with Administrative Procedure IX-9; and ensure all corrective actions are implemented;
- Review, inspect and monitor work sites and equipment in your area of responsibility at the frequency required under section III, “Safety Inspections” of this Administrative Procedure to identify potential safety hazards and take or recommend corrective action;
- Commit to providing timely and relevant safety performance feedback continuously as well as formal evaluations; recognize staff for positive contributions to the Safety Program, utilizing the Safety Recognition Program tools; and counsel employees as required regarding proper safety practices and procedures, and evaluate each employee’s safety knowledge and safety compliance in their performance appraisal;
- Utilize the safety training tracking database system and safety training matrix to confirm direct reports have satisfied all safety training requirements;
- Ensure that funding for safety equipment and training is available;
• Provide safe physical working conditions in workplace facilities, including but not limited to, proper lighting, ventilation, temperature, general sanitary conditions, and non-slip floors;

• Provide necessary safety equipment, PPE, and protective devices for each job, and ensure they are used properly;

• Evaluate each employee’s safety knowledge and compliance in his/her performance appraisal in a fair and equitable manner;

• Report safety concerns that affect other departments to the Department Head and the Manager of Health and Safety;

• Seek volunteers for department representatives to the District Safety Committee and Site Safety Committees;

• Review all safety event reports and Safety Committee meeting minutes with direct reports and discuss pertinent items that relate to areas of responsibility.

C. MANAGER OF HEALTH AND SAFETY is responsible to:

• Oversee the District Safety Program and serve as an advocate for safety practices;

• Provide leadership and direction, stimulate interest in safety and assist the District Safety Committee activities;

• Maintain and update the District’s Health and Safety Manual and Safe Practices Handbook;

• Review incident reports from all departments and participate in the investigations of serious safety-related incidents;

• Act in an advisory capacity to District staff to mitigate unsafe working conditions and practices;

• Conduct or coordinate District-wide safety training including the establishment of participation requirements and training support as needed;

• Conduct or arrange for regular site safety audits, inspections and design reviews to provide support to supervisors in identifying areas for safety improvement;

• Monitor implementation of recommended corrective actions as appropriate to remedy an unsafe working condition, location or practice;

• Coordinate safety activities among and across District departments and locations, including safety awareness publications and announcements using electronic and print media (safety newsletters and CCWD Employee Website);
• Administer the safety recognition program;
• Inform employees of new safety regulations and standards;
• Ensure the safety perception survey is conducted and communicated every two years;
• Develop and maintain the procedures, records, benchmarks and other materials necessary to facilitate/monitor and report effectiveness of the District’s Safety Program;
• Conduct or coordinate new employee orientation safety training;
• Establish safety training requirements and coordinated with Engineering to ensure required District-wide safety training is provided to all employees.

D. SAFETY COMMITTEE MEMBERS are responsible to:

• Communicate safety concerns and information between the Safety Committee and the group(s) they represent;
• Regularly attend and actively participate in committee meetings;
• Act as role models for safety and encourage safe behavior in the groups they represent;
• Fulfill other responsibilities as identified in Administrative Procedure IX-2, Safety Committees.

II. HAZARD IDENTIFICATION AND CORRECTION

The District utilizes event reporting and inspections as the primary tool for identifying unsafe conditions and practices. These procedures reveal hazards that exist in the workplace, provide corrective actions to those hazards, and initiate steps to prevent their recurrence.

A. SAFETY EVENT REPORTING

Employees are encouraged to report workplace hazards to their supervisor. Employees may also report workplace hazards to a Safety Committee member, Manager of Health and Safety, or by using a Safety Event Report Form.

After the occurrence of any type of safety event (see definitions below), it is important to communicate the event and identify if any follow-up actions that are needed. All types of safety events can be reported using the safety event report form. The form can be found in multiple locations, including both electrically and in paper.
Any type of safety event may be reported using the safety event report form. All events will be assigned to a supervisor or manager and will be tracked until completed. When appropriate, a formal root cause analysis may be conducted for an event.

B. ROOT CAUSE ANALYSIS

A root cause analysis provides a systematic approach to evaluate accidents, injuries or near miss events to identify root cause(s) and contributing cause(s). The objective of the root cause analysis is to identify recommendations for improvements which may include upgrading facilities and equipment, developing procedures or practices, increasing use of personal protective equipment, and/or providing additional training. All Safety Events shall be reviewed and analyzed for recommended improvements. Corrective actions identified as part of this root cause analysis will be tracked until completed. Administrative Procedure IX-9, Safety Incident Review Procedure, outlines the District’s procedure for incident root cause analysis.

C. TAILGATES

The District recognizes that open two-way communication between supervisors and staff on health and safety issues is essential to an injury-free, productive workplace. Tailgate safety and staff meetings are to provide a forum for safety discussions. Open discussion on safety-related issues between supervisors and workers is encouraged. Attendance shall be taken at these meetings. For construction-related work, tailgates must be conducted at least every ten days. Attendance and the topics discussed shall be documented and filed with the Manager of Health and Safety.

Crews: At the start of each new field or plant task, or the start of the day, the site supervisor or lead crew member shall review the planned work activities with all staff to identify the hazards, the type of equipment, the environment and necessary restrictions or precautions to address these elements to work safety. No work shall proceed on the planned tasks prior to all identified safety issues having been addressed.

Solitary field workers: Solitary field workers shall periodically self-assess their activities to identify hazards and implement appropriate safety measures.

D. SAFETY INSPECTIONS

The objective of site safety reviews and inspections, even for routine tasks, is to identify potential safety hazards or unsafe work practices during field, plant and office activities. When immediate hazards are identified, stop work until necessary safety precautions are determined. Records of all safety inspections will be turned in to the Manager of Health and Safety.
Highly hazardous work: As defined by Operations and Maintenance Standard Operating Procedure High Hazard Work, site safety reviews and inspections are to be performed daily or more often if warranted, by site supervisors at work sites where a crew conducts highly hazardous work for a better part of the day (e.g., main break repair, heavy equipment operations, permit-required confined space entries, etc.). Crew leaders shall also continuously assess the work site for hazards and ensure the hazards are eliminated or effectively controlled.

Field work: A safety inspection of each crew shall be documented at least quarterly.

Office activities: First-line office supervisors shall conduct safety inspections of each office worker's work space at least annually.

E. SAFETY AUDITS

The Manager of Health and Safety, employees with direct reports, and Safety Committee members may periodically conduct safety audits for quality control of the District's Safety Program and communication, and to emphasize the importance of mutual oversight for safety (looking out for each other). Safety audits are an important element in achieving the District’s safety policy and goals.

The audit consists of three primary elements: documentation review, physical inspection of worksites, and interviews with key staff. The audit ensures hazards are identified and effectively controlled and mitigated. All audits should be conducted following adequate preparation, including review of project plans, specifications and job hazard analysis plans. Any findings of an audit that could immediately impact safety are to be addressed immediately during the audit. All results of safety audits should be recorded and tracked in writing, and key lessons and findings should be communicated to staff, with appropriate action taken, to ensure future work safety improves.

In addition to random, regular safety audits of field or office work efforts, the Manager of Health and Safety, or an assigned safety professional delegate, shall conduct a bi-annual overall safety audit of the District’s Safety Program. The purpose of this bi-annual audit is to ensure the District’s Safety Program is effective, is being followed, supports strong safety communication, and has effective safety training regularly conducted. The focus of the bi-annual audit is to perform a representative evaluation of the District’s work procedures and practices, and ensure employees have open, clear, accurate and free communication of safety issues, concerns and lessons. The bi-annual audit may include a written questionnaire to develop overall survey data for comparisons with past audits. Audit results will be organized and communicated in writing via the District’s safety website and verbally through regular safety meetings and tailgates.

F. ENGINEERING SAFETY REVIEWS
Prior to finalizing design of projects for construction, the Project Engineer and the Manager of Health and Safety shall conduct a safety review of the project design. The review shall identify the design elements to ensure safe facility operations and maintenance as well as the precautions needed for safe construction.

III. SAFETY COMMUNICATION

Establishing safety as a priority and maintaining an injury-free safety culture is heavily dependent on clear and strong communication of safety standards, expectations, awareness and lessons. The District’s safety communication plan must be clear, consistent and continuous, and reach all employees. It must also adapt to changes in the environment, regulations, work restrictions, and needs to ensure continuing effectiveness.

The Safety Communication Plan consists of the following key elements:

- Supervisor to employee outreach, discussion and feedback
- Employee to employee outreach, discussion and feedback
- Safety Committee outreach and feedback
- Awareness advertisement (posters, banners, slogans, contests and promotions, etc.)
- Publications (newsletters, safety briefs, incident reports, etc.)
- Regular safety performance measurement and reporting
- Internet/website
- Recognition

*Supervisor to employee:* communication should be clear, open and direct. Communication should be without judgment, intimidation or condescension. Supervisor should ask questions and then listen, which will offer opportunities for dialogue and feedback. Follow-up actions are to be monitored and reported.

*Employee to employee:* communications should be clear, open and direct. Safety feedback should be focused on observations and the shared goal should be focused on understanding the hazard and how it is being mitigated. Employees share the responsibility of all employee safety and should strive to identify and communicate safety issues and solutions.

*Safety Committees:* safety committees provide another means to communicate safety issues, results, ideas, and solutions throughout the District. Members of safety committees hold responsibility to ensure they effectively present and communicate safety information
through the committee structure. (See Administrative Procedures IX-2, Safety Committees.)

*Awareness advertisement*: communication is generally simple and clear with a central message. Whenever possible, the message should be emphasized with effective and appropriate graphics. Awareness advertisements should optimize value by framing and locating the message for the audience and environment.

*Publications*: communication is regular, focused to the audience, timely, clear and accurate. Where appropriate, symbols, graphics and photos should be used to emphasize effective safety messages.

*Safety measures*: communication is regular and will generally consist of objective measurements of safety performance. Measures will use both leading and trailing indicators. Results should be accurate and clearly reported and give context over time by accurately representing the past.

*Internet*: similar to publications, but this element allows timelier and more detailed safety information and safety tools over the Internet.

*Recognition*: communication is timely and public whenever possible. Recognition needs to be well defined, appropriate and representative of the objectives of the Safety Program. (See Safety Recognition below.)

## IV. SAFETY TRAINING

The District considers safety training an integral part of its employee training program. Safety training is to be provided to employees in a clear and understandable manner, so employees can be productive and safe. New or reassigned employees are to receive orientation to the safety procedures and hazards associated with their positions through formal training. Supervisors are to regularly assess that training needs are met. Supervisors must ensure employees are trained in general workplace health and safety, and give them adequate specific instructions regarding hazards unique to any job assignment. The Manager of Health and Safety is responsible for overseeing compliance with the District’s safety training program based on current regulatory requirements and hazards and safety concerns identified through safety reviews. Department heads are responsible for ensuring adequate funding for training is available for their staff.

The District recognizes that continuing safety training is needed for:

- Employees given a job assignment for which they have not previously been trained
• Hazards specific to job tasks and methods used to determine the presence of hazardous conditions/substances
• New substances, processes, procedures, or equipment that pose a new hazard
• Hazards previously unknown to supervisors and the Manager of Health and Safety
• Periodic refresher safety training involving general workplace safety and job-specific hazards as applicable

V. SAFETY RECOGNITION

The District’s Employee Safety Recognition Program is developed to foster a culture that values safety by recognizing employees who demonstrate exceptional dedication and leadership to improve District workplace safety, and by enabling employees to recognize each other for their safe actions. Administrative Procedure IX-3, Employee Safety Recognition Program, provides details on the various components of this program.

VI. RECORDKEEPING

All safety program records will be kept in accordance with the District’s record retention schedule. Training records shall include employee name, training date, type of training, and training provider. Records can be requested from the Manager of Health and Safety.

A. SAFETY FORMS

The most current version of all safety program forms can be found on the Pipeline document management system, and can be accessed through either the Health & Safety site or the Forms & Procedures site. All completed safety forms should be returned to the Manager of Health and Safety to be maintained in accordance with the District’s record retention schedule.

APPROVED:

[Signature]
Jerry D. Brown
General Manager