

The Use of ANSI/ASSP Z10.0 (Occupational Health and Safety Management Systems)

and

Worker Engagement During the COVID-19 Pandemic

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the American Society of Safety Professionals



AMERICAN SOCIETY OF
SAFETY PROFESSIONALS

Introduction

- Greg Zigulis, CSP, CIH
- Sixth Sense Safety Solutions – HSE Consulting
 - Member of American Society of Safety Professionals (ASSP) and ASSP Greater Detroit Chapter (GDC)
 - Consultants Practice Specialty Group
 - Member of ANSI/ASSP Z10 Committee
 - Participation on Committee Informed By:
 - 35 Years in Variety of Industries (USAF/Environmental Remediation/Const Mgmt/Const Fatality Research/Consumable Dental Mfg./Automotive/Tier 1 Mfg./Disaster Restoration/Above Ground Mining)
 - Gap Analyses, Program Guidance/Assistance

Topics of Presentation

The Use of ANSI/ASSP Z10.0 in COVID-19 Pandemic to Keep Workers Safe
(Extra Focus on Worker Participation and Engagement)

- Brief Review Pandemic's Impact Upon Families, Individuals, Businesses and the Economy
- How Z10.0 Applies to Planning for and Responding to Pandemic Emergencies
- Participation and Engagement – What Do These Terms Cover?
- Opportunities and Techniques for Participation and Engagement
- Wrap Up Discussion with Tim Fisher

The Referenced Standard

- ANSI/ASSP Z10.0 (“Z10”) is a voluntary consensus standard approved by ANSI
 - First published as ANSI/AIHA Z10 in 2005, revised in 2012
 - Published with American Society of Safety Professionals as Secretariat in the fall of 2019.
- The current edition (ANSI/ASSP Z10.0-2019), together with related Guidance documents, reflects an updated approach to injury prevention and safety management.

Related Guidance Documents

ASSP GM-Z10.100-2019

Guidance and Implementation Manual for ANSI/ASSP Z10.0-2019 Occupational Health and Safety Management Systems

- *Helps by giving additional background and resource materials relative to Z10.0 itself*

ASSP GM-Z10.101-2019


Guidance Manual: Keep Your People Safe in Smaller Organizations

- *Great information designed to be helpful for SMEs, free download through ASSP*

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Impact Upon Families and Individuals

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- Direct Impact by Illness – Themselves, Family Members, Care
 - Financial Strains – Selves or Family
 - Fundamental Changes to Way of Life
 - Psychological Stresses
- Variety of Employment Situations
 - Mortgages, Loans, School and Childcare
 - Rethinking Health, Family, Relationships
 - Ultimately Questioning Their Relevance and Sense of Purpose to Work

Impact Upon Business and the Economy

- Major Costs to Stay Open, Significant Changes in Approach
 - Retailers: Target - \$1B, Walmart - \$900 M, Home Depot - \$640 M (6/24/2020 WSJ)
 - Colleges: Millions in dividing shields, masks, hand sanitizing stations, taking student temps, frequent wipes
 - Manufacturing, other industries: distancing, work methods, masks, Plexiglass barriers, modifying work teams, shift changes, sick policies
 - Cut shifts, transfer, hire new (reports of companies struggling to keep enough people on the job)
- For Many Organizations, It's Make or Break Time
 - Many not doing well, may lack working capital for uptick
 - Banks bracing for wave of loan defaults

Impact Upon Business and the Economy

- In The News:
 - “**BREAKING**: Google to adopt work-from-home until at least July 2021” (CNN 7/27/20)
 - New shutdowns looming?
 - Estimated that 75% of US workers can't work exclusively from home (6/23 UW News)
- Employers Worried that Culture Will Fray; “Working from Home is Overrated” – Temptations
- Employees Sometimes On the Flip Side:
 - Feel there is a lack of communication with workers
 - Concerned about return: “making us work real close,” “lax safety protocols”
 - Find difficulty obtaining approval to work at home for those with elevated health risk
- In Some Cases, Debates Over Masks, Precautions for Companies and Individuals



Impact Upon Business and the Economy

Yet, Some Are Doing Well

- Often due to position in market (critical manufacturing, IT, pharmaceutical) but not always

Seeing:

- Companies affirming the responsibilities of leadership
- Knowing where people are “at,” credibly providing safe workplaces
- Positive environments, ensuring success & achievements are acknowledged

Reinvention of Core Business Models

- Flexibility needed in supply chain
- Review of products/services
- More IT and automation where possible
- The present and also future outcome scenarios
- **Reassessment of risk in consideration of planned or actual business changes, more collaboration**
- Many companies developing own guidelines/methods for safe operation

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Planning and Responding to Pandemic Emergencies

- ANSI/ASSP Z10.0 Developed for Comprehensive OHS; Provides a Helpful Framework
 - Revisions in 2019 addressing occupational health, psychosocial factors

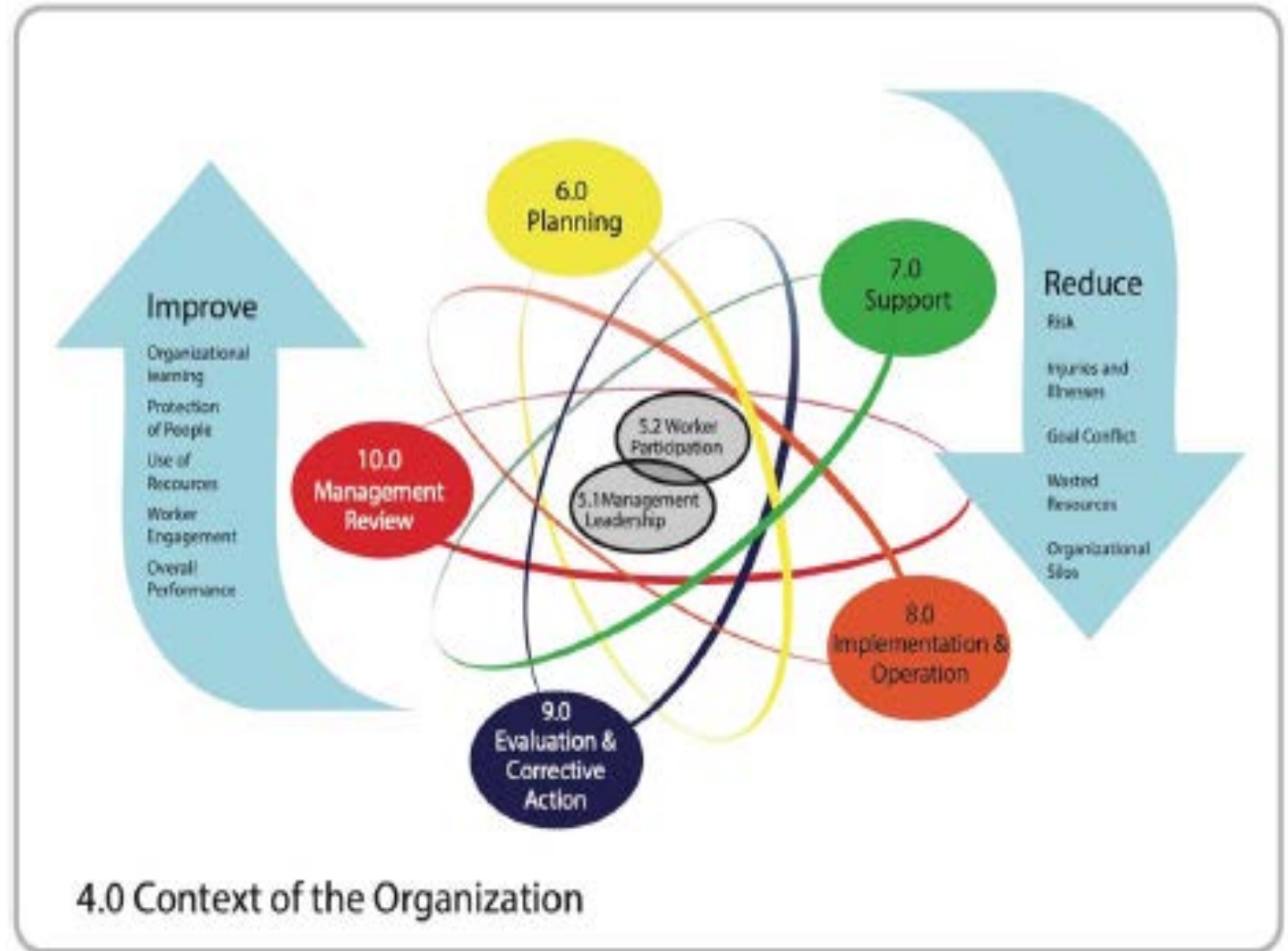
Systems Thinking Concepts

- Always Helpful – Reflects Reality – Especially Important Now
 - Socio-technical factors
 - Optimization v sub-optimization, localized decisions
 - Decisions impact/impede/predetermine “elsewhere” (non-linear, complex)
 - Goals competition, competing priorities
 - System structure affects actions/activities
- Data Needed Faster Than Ever, More Rapid Decisions

Selected Highlights of ANSI/ASSP Z10.0:

- Understand the **Context of Organization**, Consider Needs & Expectations of **Interested Parties**
- Expects Active Management **Leadership and Worker Participation** (*More on This, Later*)
- Ops Planning, **Identification of Hazards, Risk Assessment**, Hierarchy of Controls, Management of Change, Procurement, Contractors, **Occupational Health, Emergency Preparedness**
- **Planning**, Both Strategic and Tactical (Includes Objectives and Targets)
- Support: Resources, **Education, Competence**, Awareness
- Evaluation and Corrective Action (Includes Monitoring, **Measurement, Assessment, Feedback** and Organizational Learning)
- Management Review Processes, Outcomes, **Follow-Up**

Model Depicting Dynamic, Interrelated Processes



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Application of ANSI/ASSP Z10.0 to COVID-19

- Planning:
 - No-one could have “perfectly” predicted exact COVID-19 situation or magnitude
 - However, using ANSI/ASSP Z10.0 would drive to identify hazards including public health-related ones
 - Risk-based approach, planning, resources, emergency planning
- Working Through It:
 - Identifying hazards and conducting risk assessments for planned and new processes
 - Creation of monitoring mechanisms, communication, training

Internal and External Issues Examples; Many with Impact

External Issues	
The societal culture	Political factors
Financial factors	Legal factors
Market Factors	Economic factors
Competition	Contractors and their skills set
Suppliers	Partners
New technologies	New laws
New occupations	Changes in knowledge on products and their health and safety
Industry trends	Socially responsible investing

Internal Issues	
Organizational governance	Organizational structure
Roles of personnel	Accountability
Policies and procedures	Organizational objectives
Personnel capabilities	Introduction of changes to the process or output of the organization
Relationship with workers	Values of workforce
Organizational culture	Standards and guidelines utilized by the organization
Contractor roles and relationships	Hours of work
Workplace conditions	Workplace activities

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Which Would You Rather Live Through:

Being the Customer In:

- Scenario A: (Greg will describe)
- Scenario B: (Greg will describe)



Participation v. Engagement (?)



ANSI/ASSP Z10.0 Talks Directly About Participation:

- Section 5.2, Worker Participation, Involvement in Multiple Areas:
 - Acceptable levels of risk, understanding why work may be done differently than planned, time/resources, access to information, participation in specific processes involving:
 - **Context**, leadership/participation, **planning**, support, **implementation and operations**, evaluation and corrective action, management review
 - E5.2, Performance of the Management System (GZ: to Include Keeping People Healthy) is Tied to COLLECTIVE Participation
 - Engagement on issues
 - Action on worker suggestions
 - Enhanced competence
 - Learning teams, reviews
 - Positive observations
 - Safety committees

*How to Get
that
Participation?*

ANSI/ASSP Z10.0: Points Out System Interdependencies

“Meaningful worker participation relies on management/leadership support and commitment to allot the appropriate resources (both time and money) and to communicate the value of worker engagement to the strength of the organization. Sustainable risk reduction is dependent on worker participation through mechanisms such as reporting of hazards, recommending solutions, and problem solving.”

- ASSP Z10.100 Guidance and Implementation Manual, p.100

Worker participation helps organizations see the issues and the interdependencies between processes so that appropriate things can take place.

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Opportunities:

- Businesses Are Trying to Solve Survival-Level Issues
- Not All Engagement Needs Immediate Tie to Safety, but can Ultimately Contribute to Safety
- OSH Staff and Other Workers - Help in Areas that Impact the “Business”/Security, Directly
 - Development of newly required plans: By State government, and for ID of needed (new) teams
 - Look at workflows and processes, are there ways to help supply chain?
 - Data security?
 - Participate in staff assignment; keeping teams together vs mixing, review of remote work options
 - Suggestions for enhanced learning and communication?
 - What Businesses are Doing Well? Why? How?
 - Look at What We Can Do to WIN in the Post-Pandemic Environment

Opportunities

1. Maintain the Safety Message
2. Risk Assessment: Continue and Adapt
 - Workers should be involved in changes to what they will be doing
 - Include the traditional safety concerns but then also COVID related hazards
 - Establish how pre-task analyses will continue, will job assignment changes/remote work impact?
 - Assessments for site, process, task and individual levels; continued SIF precursor ID and controls
 - Science/adequacy of controls (Identification of the symptomatic, spacing, routes of entry, barriers, masks & PPE, HVAC % return of fresh air, cleaning protocols, etc.)
3. Determine New Processes for Ensuring Conformance/Compliance

Opportunities

4. Will Preexisting Processes Need to Change?
 - *(Group JSA's?, etc.)*
 - Safety walks/communication
 - Respirator fit testing (sanitation of tubing, hoods, fit test components)
 - Training

5. Policies and Requirements
 - Worker Protections from Contractor/Supplier, Customer Interaction, Prevention of Spread

6. Participation on Special Teams, Alignment, Communication

Summary of Points

- Everyone is Under Stress – Turbulent Times – Families and Individuals

- Many Businesses are Struggling and/or Reinventing; This Can Obviously Create New Hazards and Risks

- Worker Participation – More Important than Ever
 - Need to know and feel that when they are at work they will be “safe”
 - More “open” to participate?
 - Opportunities for involvement can enhance trust and engagement
 - People who do the work often have the best knowledge of hazards
 - If organization can obtain true engagement – it will gain the most

- ANSI/ASSP Z10.0 Provides a Helpful Framework

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Continue the discussion?

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