

Employee Safety Team

Actively Caring for our Colleagues

Handbook

This booklet has been designed to provide guidance, direction, and tools to assist you as a member of an Employee Safety Team (EST). Your participation on an EST is a great way to actively care for your own safety and the safety of others.

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Why Employee Safety Teams?

Overview

Employee Safety Teams (ESTs) are an effective way to promote safe workplaces. While ESTs and sub-teams have a variety of structures and roles, they have one thing in common—employees and management collaborate to find ways to prevent accidents, injuries, and illnesses on the job. The benefits for all concerned are obvious in that employees have a safe place to work, employers save money on lost work time and workers' compensation costs, and everyone returns home safe and healthy each day.

A successful EST will have the support and wholehearted participation of management and employees. The EST units meet monthly and follow an agenda covering topics such as safety shares, SOAR observations, upcoming events or activities, issues, etc. An EST can effectively influence safety programs and provide recommendations to management, who have the resources and authority to implement changes in the workplace.

ESTs are effective because they combine the knowledge, expertise, perspective, enthusiasm, and effort of a variety of employees with diverse backgrounds. Those with experience in a specific job or work area know what the hazards or potential hazards are, and generally have ideas how to go about controlling them. Those who are less familiar with a job or area play a vital role too, by seeing what others may have overlooked or taken for granted.

This booklet will cover the structure and operations of ESTs, what needs to be done in order to be an effective and successful unit, and how you can help, whether you're an EST member or not.

Identifying and Preventing Hazards

Safety teams can have a major impact on the workplace. They provide a format for focusing every segment of the organization on safety. They help us identify and control hazards in the most timely and effective manner. In addition, they give us the benefit of a wide range of experiences, knowledge, and perspectives, so we can give safety the attention and resources needed to prevent incidents and protect us all from injury and illness on the job. An EST must function as part of a total safety program designed to protect all employees from incidents and work-related injuries and illnesses. EST members, who represent workers and management, work as

a team. Every member must take an active role and show strong support for safety practices and goals.

Safety Improvement Plans (SIPs) are created and updated annually by each EST unit, to assist in reducing the number of accidents, ensuring compliance with requirements, and focusing on improvement processes.

While ESTs may handle a wide variety of functions and projects, some of their more common, general roles include:

- Sharing and promoting a commitment to safety
- Exchanging information and expertise
- Developing a Safety Improvement Plan (SIP)
- Brainstorming health and safety issues
- Identifying and recommending ways to make the workplace safer
- Keeping up-to-date on new hazards, protective measures, safety regulations, and safety issues
- Communicating employee safety concerns to management
- Communicating employer safety policies and goals to employees
- Setting a good safety example for others.

The team translates those general roles into more specific functions. The team may, for example, review accident statistics and try to identify accident trends, causes and preventive measures.

Among other tasks often performed by employee safety teams include:

- Analyzing incidents/near-misses and trending
- Inspecting the workplace, or some parts of it, to identify hazards and safety concerns
- Developing recommendations or plans for controlling or eliminating hazards
- Responding to or reviewing employee safety concerns
- Identifying training needs and participating in safety awareness programs
- Encouraging all employees to follow safety expectations and behaviors.

The most important role for the safety teams is to serve as the organization's safety champions. Each team member should believe

safety is important, translate that belief into concrete actions, and be a safety role model for others in the organization.

Diagrams of the Employee Safety Team Structure

Diagram 1

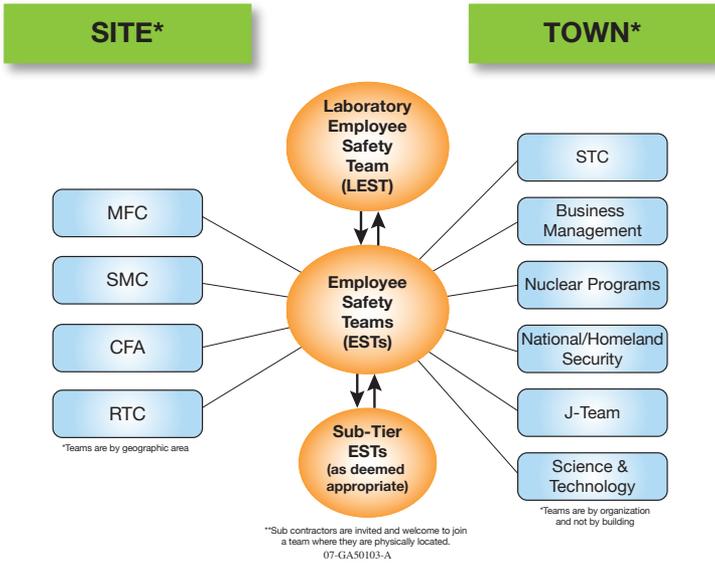
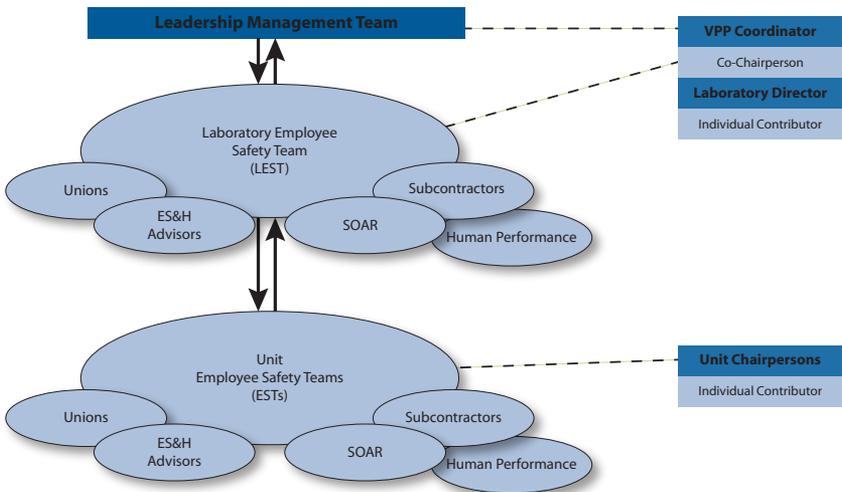


Diagram 2



Team Member Roles & Responsibilities

General

Becoming a safety team member is an important and rewarding responsibility. You have the capabilities to make tangible differences in your workplace and in people's lives. At the same time gaining knowledge and learning of the laboratory's operations and expanding your contacts within the organization.

Safety team assignments take time and effort. There will be events or activities that will take you away from your regular job, so you will need to achieve a balance between your work and your additional responsibility of being a safety team member. In addition, it is very important to keep your supervisor fully informed of your activities and efforts.

Qualities of an Effective Employee Safety Team Member

- Have genuine interest in safety issues
- Are familiar with general safety systems and procedures
- Consistently demonstrate safe work behaviors
- Have safety-related knowledge and experience that could be helpful to the organization
- Willing to report unsafe conditions
- Willing to point out unsafe work behaviors to co-workers
- Willing to listen to other employees' safety concerns
- Can devote time to employee safety team without neglecting main job responsibilities
- Are a team player
- Complete sub-team assignments properly and on time
- Willing to play an active role in safety awareness

Laboratory Employee Safety Team (LEST) Co-Chairperson

Qualifications: An individual who is respected by their peers and has a passion for safety. This individual must have the approval of their immediate management to perform the duties listed below.

Time Commitment: On average, participation requires 16-20 hours/month. More involvement/time may be expected due to major Voluntary Protection Program (VPP) events/functions. Tenure is at least 1 year.

Position Responsibilities:

- Interface regularly with the VPP coordinator.
- Work with the VPP coordinator, prepare LEST agenda's and conduct monthly LEST meetings, and follow-up on action items.
- Act as the employee interface between the employees, Sr. management and the VPP coordinator.
- Participate in periodic "working meetings" with the EST chairs sponsored by the program coordinator.
- Participate in the annual VPP evaluation in November. Assist in the development of laboratory-specific action plans.
- Promote and coordinate laboratory level safety awareness events, e.g., Safety Recognition Week, Rejuvenation Day, etc.
- Act as the "employee focal point" responding to employee concerns at the laboratory level that arise via the LEST.
- Ensure that the laboratory level Safety Improvement Plans (SIPs) are developed and communicated to the workforce each year (December).
- As appropriate, attend either the Region X or the National VPPPA Conference each year.
- Ensure that the LEST charter is reviewed and updated as appropriate each year.
- Provide input to the VPP homepage.
- Assist with the development of the annual DOE VPP Report (Dec-January).

Unit Chairperson

Qualifications: An individual who is respected by their peers and has a passion for safety. This individual must have the approval of their immediate management to perform the duties listed below.

Time Commitment: On average, participation requires 20-40 hours/month (for larger units). More involvement/time may be expected due to major Voluntary Protection Program (VPP) events/functions. Tenure is addressed in each respective unit EST charter.

Position Responsibilities:

- Complete the EST Chairperson checklist within 1 month of assuming responsibilities.

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- Update personal employee position description to include EST duties.
 - Prepare team agendas and conduct monthly unit EST meetings, and follow-up on action items.
 - Act as the employee interface between your unit and the VPP coordinator.
 - Attend (or ensure a representative from your unit) attends the monthly Laboratory Employee Safety Team (LEST) meetings. Participate on adhoc LEST committees.
 - Interface at least monthly with your unit VPP management champion.
 - Participate in periodic “working meetings” sponsored by the program coordinator.
 - In cooperation with the management champion, ensure that the team is fully staffed.
 - Ensure that the unit VPP documentation file is updated and maintained.
 - Manage unit level recognition budget/funds.
 - Ensure that the basic sub-teams, as described in LRD-14004, are functioning and producing deliverables.
 - Participate in the annual VPP evaluation in November. Coordinate the development of unit-specific action plans.
 - Promote and coordinate safety awareness events, e.g., Safety Recognition Week, Rejuvenation Day, etc.
 - Be the “employee focal point” in responding to employee concerns arising within the unit.
 - Ensure that unit level Safety Improvement Plans are developed and communicated each year (December).
 - As appropriate, attend either the Region X or the National VPPPA Conference each year.
 - Ensure that the unit charter is reviewed and updated as appropriate each year.
 - Ensure that the homepage is updated in a timely manner.
 - Contribute, from the unit level, to the development of the annual DOE VPP Report (Dec-January).

Unit Vice Chairperson

Time Commitment: On average, participation requires 8-16 hours/month. Tenure is addressed in unit charters.

Position Responsibilities:

- Attend the monthly unit employee safety team meeting.
- Upon request, assist the chairperson in developing monthly meeting agendas.
- Represent and conduct the monthly employee safety team meeting in the absence of the chairperson.
- As listed in the chairpersons job description, assist the chairperson in his/her roles and responsibilities.

Team Member

Time Commitment: On average, participation requires 4 hours/month. Tenure is addressed in unit charters.

Position Responsibilities:

- Attend the monthly unit employee safety team meeting.
- As assigned, participate on a sub-team.
- Represent your working group/facility/building and communicate safety activities/information to and from the group.
- Be an advocate for safety and help promote and participate in unit awareness activities.
- Complete the applicable online training courses:
 - » TRN795, EST Inspections
 - » TRN794, EST Injury Analysis
 - » TRN793, EST Safety Improvement Plans
 - » TRN792, EST Trending Analysis
 - » TRN779, Cause Analysis & Corrective Action Development
 - » 0INL1174, SOAR Observation & Feedback
 - » 0000Z725, BBS Principles & Concepts
 - » 0INL1182, Human Performance Fundamentals (or equivalent)
- Recruit non-EST members to participate in unit awareness activities.
- Be creative and have fun.

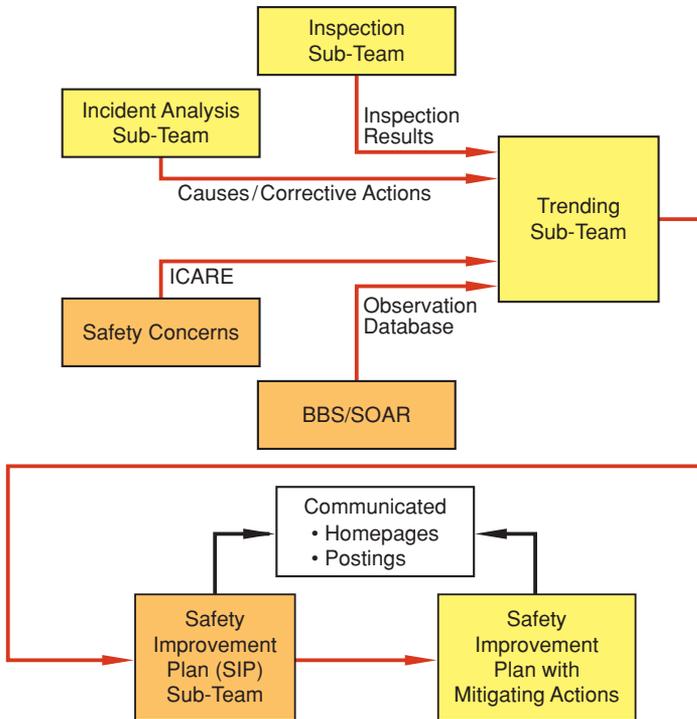
Sub-team Leads

Time Commitment: On an average, participation requires 8 hours/month. Tenure is addressed in unit charters.

Position Responsibilities:

- Attend the monthly unit employee safety team meeting.
- Recruit sub-team members as needed.
- Conduct periodic sub-team meetings and document meeting actions.
- As per the unit EST agenda, report the results of your efforts at the unit EST meetings.
- Conduct tasks as described in LRD-14004.

Employee Safety Team/Sub-team Interface



07-GA50103-C



* Human Performance can influence the various sub-teams/ interactions

Employee Safety Team (EST) Sub-team Expectations

Investigations

- Be cognizant of the first aid and recordable cases in your unit. This information can be obtained from the monthly Injury/Illness Report produced by the OS&H Director. The Employee Safety Team (EST) chair has access to this report.
- A sub-team member may participate on the actual investigation team, or should follow-up to ensure the investigation was conducted with respect and courtesy, that the correct causes were identified, and that the right corrective actions were implemented to prevent any future reoccurrence. Was the investigation performed from the perspective of human performance? Employee/EST participation in investigations/analyses should be documented (follow-up form #440.35 may be used for documentation).

Inspections [LWP-13730 + 13740]

- Performing inspections are line management responsibilities, however members of the EST should be included in these inspections. ESTs can also contribute to the scheduling of inspections. Inspections are to be performed monthly with the entire work area being addressed quarterly. If certain buildings/areas are not included during inspections, then document the reasons why. Identify “big hitters” for trending and report these items to the EST, in addition to the EST trending sub-team. Employee/EST participation in inspections should also be documented.

Trending

- The trending sub-team should perform trending from the data collected from inspections, injury investigations, reported safety issues/concerns, and Safety Observations Achieve Results (SOAR) observations. Human performance professionals may provide useful input to this process also. Trending efforts must be communicated to employees within the unit (charts can be posted on the homepage or on local bulletin boards, etc.). Copies of the charts/information will be posted in the Voluntary Protection Program (VPP) documentation file.

Safety Improvement Plan (SIP)

- Using the trending data and other information, the Safety Improvement Plan (SIP) sub-team should develop the fiscal year's goals, objectives and actions during the months of August-September. The SIP should also be presented to the EST for their approval, and periodically throughout the year, the sub-team should status progress of the SIP to employees within the unit. Note: goals and objectives can change during the year, and should be communicated as they occur. Goals and objectives should be posted in strategic areas and on homepage. Ensure there is a direct relationship between the trending data and the goals and objectives, and that the goals and objectives are measurable and closure is documented in the VPP file.

Behavior Based Safety (BBS) and SOAR

- The unit SOAR coaches should be sharing observation data and recommendations to mitigate trends at the EST meeting, along with their input included in the monthly EST minutes. The EST should be identifying and implementing corrective actions to decrease at-risk behavior and increase safe behaviors.



Human Performance (Hu)

The human performance contact is able to institutionalize Hu concepts, principles and tools into the various processes of the EST. This individual can be an educational resource for the team.

Charter for the Laboratory Employee Safety Team CTR-26

The fundamental purpose of the Laboratory Employee Safety Team (LEST) is to engage employees toward the goal of protecting employees and their families from injuries and illnesses, at and away from work. The employee safety teams (ESTs) are an avenue for employees, regardless of level of responsibility in the organization, to contribute to and promote continuous improvement in the safety and health program. The ultimate vision is to prevent injuries and provide every employee an opportunity to work within a world class safety culture.

Function

- The LEST is empowered via this charter to:
- Solicit and encourage employee involvement in, and provide direction to, safety and health programs and awareness activities.
- Develop and submit solutions to leadership-management for laboratory-level safety concerns/issues.
- Utilize laboratory-level safety and health data, such as injury/illness statistics, SOAR observation data and inspection results to eliminate at-risk behaviors and unsafe conditions. Observation data is equally used to reinforce safe behaviors.
- Establish LEST-specific safety improvement plans annually.
- Serve as the communication pathway between the unit EST and leadership-management.

LEST Composition

- The LEST is co-chaired by the Laboratory Director or designee and an individual contributor selected from nominations by the unit ESTs.
- LEST membership is comprised of the 2 co-chairpersons, a vice chairperson, the unit EST chairpersons or designee, and a union representative (designated by the respective unions). These members are the “voting members” of the team.
- Other non-voting representatives include the VPP coordinator, Behavior Based Safety (BBS) Subject Matter Expert (SME), an executive administrator appointed by the co-chairs, the ESH&Q Director and other senior managers who attend the meeting each month.
- LEST meetings are open to all employees.

Responsibilities

INL Laboratory Director

- Executive co-chairperson and champion of LEST.
- Consult with the employee co-chairperson and the VPP coordinator, and contribute to the monthly LEST meeting.
- Provide a leadership-management message at the LEST meeting.

Employee Co-Chairperson

- Collaborate with the VPP coordinator, and champions employee involvement in safety from the perspective of the employee safety teams.
- Interface with the VPP coordinator and executive administrator, provide input to the LEST agenda and conduct the monthly meeting.
- Follow up on action items from meetings.
- Act as the liaison between unit teams and LEST.
- Present the charter for review to the LEST membership annually.
- Serve for a term of 12 months.
- Serve as mentor to the vice chairperson.
- When tenure as the employee co-chairperson is complete, ensure a thorough transition is made to the new chairperson and also interact as an advisor to the new chairperson.

Vice Chairperson

- Act for the co-chairperson in their absence.
- Act as liaison between the unit teams and the LEST.
- Serve for a term of 12 months, after which time assume the responsibilities of the co-chairperson.

Executive Administrator

- Record, publish and distribute meeting minutes.
- Maintain an attendance roster at the team meetings.
- Assist in preparing the monthly meeting agenda.
- Actions/issues to be tracked and closed through documentation in the meeting minutes.

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- The following items may be included as appropriate at each monthly meeting:
Introductions, safety share and stretching.
 - Approval of previous month’s minutes.
 - Review and status action items from previous month.
 - Status LEST Safety Improvement Plan actions.
 - Injury/Illness statistical data.
 - Key programmatic activities/events from VPP coordinator.
 - As appropriate, status ad-hoc sub-committee actions.
 - Special reports/presentations added to the agenda (establish time limit).
 - Open roundtable—highlights/positive events/concerns/requests from the units.
 - Reminder of “action items” for the next month.
 - Leadership-management safety message.

ESH&Q Director

- Serve as an advisor and liaison between the LEST and the ESH&Q organization.

Team Members

- Attend at least 75% of the LEST meetings (send a designee when unable to attend).
- Provide for “two-way” communication between the employees you represent and the LEST.
- Participate on sub/ad-hoc committees, as assigned.
- Attend safety educational/awareness sessions.
- Have access to data on ICARE, as appropriate.
- Complete actions assigned in a timely manner.
- Participate in CBT or classroom training for employee safety team members: 00TRN792, 00TRN793, 00TRN794 and 00TRN795, Human Performance Fundamentals, BBS Principles & Concepts/SOAR and SOAR Observer.

Voluntary Protection Program (VPP) Coordinator

- Keep the LEST apprised of projects/activities/programs (VPP

Path Forward) directed by the program office.

- Provide appropriate learning/educational opportunities for members.
- Mentor the co-chairpersons and vice-chairperson of the LEST to ensure the integrity and viability of the team.

4.8 *BBS Subject Matter Expert*

- Provide technical direction to the SOAR process at the laboratory (SOAR is the application of Behavior Based Safety).
- Strategize with LEST to incorporate BBS concepts and principles into the VPP process.
- Report the trends of observation data and recommend action plans.

LEST Administration

5.1 *Team Quorum Requirements*

- The LEST will meet at least monthly. An annual schedule will be published and issued by the team executive administrator at the beginning of each fiscal year.
- A working quorum will consist of 75% of the membership. Quorum attendance will be so noted in the minutes. Process/program directions and issue resolutions are passed by a majority vote of the working quorum.
- Approved meeting minutes are published on the VPP intranet home page.

5.2 *Administrative*

- The employee co-chairperson and vice chairperson serve for a period of 12 months and should not serve as a unit EST chair during their tenure as LEST co-chairperson or vice chairperson. The employee co-chairperson is to be an individual contributor.
- The employee vice chairperson is elected using the following process:
 - The LEST employee co-chairperson will initiate the process 2 months prior to the end of the vice chairperson’s tenure.
 - Units will submit their nominations to the employee

co-chairperson at a LEST meeting. Nominees should have as a minimum been a participant in an EST or an EST subcommittee.

- The co-chairperson and/or VPP coordinator will contact the nominees’ management to ensure they can commit to the necessary time and resources. They will also determine the nominees’ desire to serve.
- The nominees are then presented to the LEST membership, and subsequently the LEST voting members cast one (1) vote.
- If for some reason that elected person cannot serve, a revote will be conducted until a selection is made.
- Various subcommittees and ad-hoc committees may be formed to address special issues that arise. These committees will report their deliverables to the LEST.
- Annually review the charter. Any changes are communicated to the working quorum.
- Actions and other issues are followed up and documented in subsequent meeting minutes.
- LEST attendance is documented on a training roster and entered into the TRAIN system as a safety meeting.

5.3 *LEST Safety Improvement Plan*

- The LEST shall establish a sub-team annually to draft the yearly SIP. The employee co- chairperson and/or the vice chairperson plus the VPP coordinator will be standing members of this sub-team.
- Each year the sub-team develops the plan and objectives using safety and health trending data, information from the annual S&H Program evaluation plus any corporate safety initiatives. After review and approval of the goals by the LEST, the SIP is communicated to the workforce through line management. These goals are communicated to the ESTs for consideration as the unit-level goals are developed. The goals and objectives will be published and distributed during the first quarter of the fiscal year.
- The SIP sub-team will periodically status the SIP objectives at the LEST meeting.

Employee Safety Team (EST) Chairperson Checklist

Employee Name: _____ S #. _____ Unit: _____

The purpose of this checklist is to assist newly assigned Employee Safety Team (EST) chairpersons of their roles and responsibilities, as the chairperson and Unit focal point for the INL Voluntary Protection Program.

EST Chairs: It is recommended that you complete this checklist within the first four weeks of your assumed duties as the EST chair. Completion of the checklist will be documented with your signature and completion date at the bottom of the form. A copy of the checklist is to be maintained in your Unit VPP file and a copy submitted to the Voluntary Protection Program (VPP) office, M.S. 3402.

- ____ Participate in a “turn-over” meeting with the previous chairperson
- ____ Read the DOE Voluntary Protection Program, Part I: Program Elements
- ____ Read the DOE Voluntary Protection Program, Part IV: Onsite Review Criteria
- ____ Review your unit-specific EST charter
- ____ Review the mission statements of the EST sub-teams
- ____ Review the Laboratory Employee Safety Team (LEST) charter
- ____ Review the VPP homepage
- ____ Review the laboratory-level VPP homepage
- ____ Review the most current laboratory-level VPP Path Forward time-line
- ____ Conduct first unit EST meeting
- ____ Attend a LEST meeting, held on the 3rd Wednesday, 7:30 a.m., in EROB conference room #159, unless otherwise noted on schedule
- ____ Participate in an orientation meeting with VPP Coordinator (Bowen Huntsman)

Employee Signature

Date Completed

Employee Safety Team Maturity Path

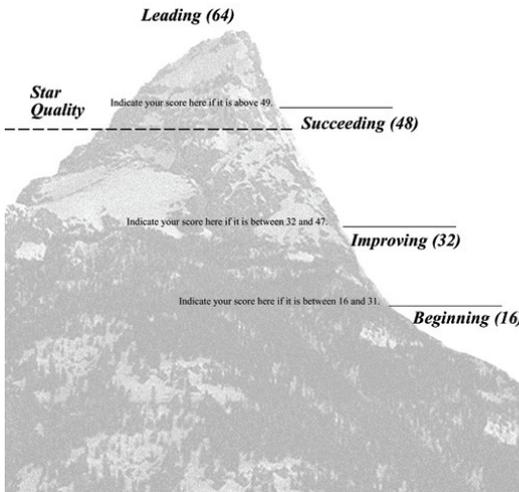
The Maturity Path for Employee Safety Teams (ESTs) is a process for measuring the effectiveness of an EST unit. The scorecard identifies elements necessary for a team to be successful. It also describes the four progression steps (beginning, improving, succeeding, and leading) for each element. The scorecard allows the user to rate the elements and come up with an accumulative score, and has a simple map for tracking progress. Teams may use the card to score themselves periodically to ensure they are moving forward, or to help them identify areas that need additional attention.

Progress Score Card

Update and measure your EST unit's progress periodically as you see improvement and incorporation of goals. Plot the progress for each measurement period on the chart, and add the total score from each category in the spot provided.

Progress Score Card for Employee Safety Team (EST) Maturity Path

To measure your overall progress, add the total score from each category and plot that score on the scale below. Your progress can be periodically updated and measured as your EST improves and incorporates your goals. Plot your progress each measurement period on the chart.



#	Topic	(1) Beginning	(2) Improving	(3) Succeeding	(4) Leading
1	Organized				
2	Resolving Issues				
3	Recognition				
4	Training				
5	Minutes & Actions				
6	Sub-Teams				
7	Participation				
8	Representation				
9	Communication				
10	Goals & Objectives				
11	Issue Awareness				
12	Awareness Events				
13	Management Involvement				
14	Team Utilization				
15	Interaction				
16	Resources				
		x1	x2	x3	x4
Total score for all categories		_____			

VPP Documentation File Index

5109.1 Management Leadership

5109.1.1	Unit Safety Improvement Plans (SIPs)/Status
5109.1.2	Blank
5109.1.3	EST Budget and Expenditures
5109.1.4	Annual Safety & Health Program Evaluation Report and Corrective Actions
5109.1.5	Documents Demonstrating Management Visibility/Commitment

5109.2 Employee Involvement

5109.2.1	EST charter and sub-team mission statements
5109.2.2	EST Minutes & Attendance Rosters
5109.2.3	Blank
5109.2.4	EST Member CBT Training Documentation
5109.2.5	Maturity Path Report Cards
5109.2.6	Continuous Improvement Items
5109.2.7	Employee Communications
5109.2.8	Unit Awareness Events
5109.2.9	Blank
5109.2.10	Blank

5109.3 Worksite Analysis

5109.3.1	EST Participation in Inspections
5109.3.2	EST Participation in Injury/Illness Investigation
5109.3.3	EST Trending Information/ICARE
5109.3.4	SOAR Observation Data/Analysis/Action

5109.4 Hazard Prevention and Control

5109.4.1	Positive Reinforcement/Recognition/Awards (Mgr or EST)
5109.4.2	Blank

5109.5 Safety & Health Training

5109.5.1	Unit Level Safety Meetings (if held)
5109.5.2	Blank

