



Management Commitment

Doug Hefley

July 10, 2024



Management Commitment – Overview

- EMWD Voluntary Protection Program History
- Management Commitment – Our Approach
 - Safety Built into Guiding Principles and Strategic Priorities
 - Safety Built into Culture at every layer of the Organization
 - Intentional Safety Structure
 - Safety Built into Budgeting and Capital Improvement Program
 - Safety Built into Management Systems and Improvement Cycles
 - Safety Built into Succession Planning
- Continuous Improvement
 - Current Initiatives for Continuous Improvement
 - Identify and Deploy Key Organizational Safety Performance Indicators
 - Safety Performance Standards for Management and Staff

EMWD Voluntary Protection Program History



Voluntary Protection Program History

- EMWD staff explores the Cal/VPP Program in 1996
- EMWD certified as a Cal/VPP site in September 1999
 - **First public agency to receive certification in California**
 - **10th Employer in the State of California to obtain certification**
 - **1st Water Agency in the United States**
- Recertified -
 - June 2003
 - December 2006
 - May 2010
 - November 2013
 - May 2016
 - August 2020
 - Anticipated August 2024



Management Commitment – Our Approach



Management Commitment – Our Approach

Safety Built into Guiding Principles and Strategic Priorities –

- Board Driven Policy Principles
 - “The safety of our employees will always be our top priority” - Board President
- Senior Executive Management Leadership
 - Top–Down Leadership by Word and Deed
 - Top–Down and Bottom–Up Communication Channels
 - Meetings, Conversations, Publications, Messages, Video, and Social Media
- Safety as a Guiding Principle
 - ***“Safety: We will ensure the safety of our employees and the public, without compromise”***

Management Commitment – Our Approach

Safety Built into Culture at every layer of the Organization

- Safety Topics and Incident Discussions Incorporated into Weekly Executive Management Staff Meetings
 - Top-Down Leadership (Consistent Senior Leadership Messaging)
 - Injury and Accident Review and Root Cause Findings
 - Near Misses, Unsafe Conditions, and Safety Suggestions
 - Set Expectations – Timely Resolution
 - Current Trends
- Safety Topics and Incident Discussions Incorporated into Weekly and Monthly Departmental Safety Meetings
 - Led by Departmental Managers and Supervisors
 - Injury and Accident Review and Root Cause Findings
 - Near Misses, Unsafe Conditions, and Safety Suggestions
 - Monthly Best Practices and Safety Topic Discussions

Weekly and Monthly Communications

Management Commitment – Our Approach Continued

- **Intentional Safety Structure**

- Safety Culture Focus Team

- Comprised of Senior Executive Management and Executive Management
 - Meet Monthly to Determine Agenda and Priorities
 - Ensure Engagement and Topics of Interest
 - Review Trends and Incidents

- Safety Culture Steering Committee

- Comprised of all Executive Leadership, Department Heads, Safety Committee Co-Chairs, and Union Representation
 - Meet Monthly, but not less than every other Month
 - Discuss Current Status of Safety Initiatives and Continuous Improvement
 - Cal/VPP On-Going Progress
 - New Regulations and Best Practices
 - Departmental Successes
 - Round Table Discussion

Management Commitment – Our Approach Continued

- **Intentional Safety Structure Continued**

- Joint Labor-Management Safety and Health Committee (Safety Committee)
 - Comprised of Six Representatives from Management and Six Representatives from Labor
 - Meet Monthly
 - Safety Recognition
 - Near Misses, Unsafe Conditions, and Safety Suggestions
 - Review Injuries, Incidents, and Trends
 - Review and Input into New and Revised Safety Policies and Procedures

Management Commitment – Our Approach Continued

- **Safety Built into Budgeting and Capital Improvement Program**

- Departmental Budgets Include:

- Personal Protective Equipment
- Safety Related Equipment and Equipment Replacement
- Safety Consultants and Specialized Resources
- No Consequence for Budget Overages Related to Safety
- Approval at Lowest Tiers of Management based upon Signature Authority

- Capital Improvement Program:

- Opportunities to Improve Safety Design
- System Betterment and Improvement
- Replacement and Refurbishment
- New and Safer Technologies

Management Commitment – Our Approach

- **Safety Built into Management Systems and Improvement Cycles**

Senior Executive Management Strategic Priorities Process



- Organizational Learning – Not Fault Finding
- Honest Conversations
- No Areas Off Limits
- No Reasonable Resources Withheld

Management Commitment – Our Approach Continued

- **Safety Built into Succession Planning**

Priorities of Succession Planning -

- Workforce Excellence:

- “Expand and develop programs to recruit and retain highly qualified, diverse, and productive employees”

- Performance:

- “Promote collaboration and creativity to achieve EMWD’s goals and objectives through employee engagement, encouraging and supporting self-development, and recognition of achievements”

- Engagement:

- “Create, promote, and foster a diverse and inclusive culture that encourages collaboration through exchange of ideas and information

Management Commitment – Our Approach Continued

- **Safety Built into Succession Planning**

Challenge – Organizational Knowledge of Safety Journey and Culture

Opportunity - Identify Key Competencies of Current Leaders:

- Role and Contribution to Safety Culture
- Safety Performance and Accountability Requirements
- Departmental Safety Standards and Leadership
- Safety and Regulatory Compliance
- Best Practices

Management Commitment – Our Approach Continued

- **Safety Built into Succession Planning Continued**
 - Identify and Empower Aspiring Leaders and Internal Candidates
 - Key Competencies Desired
 - Internal and External Training Needed
 - Certifications
 - Mentoring
 - Job Shadowing
 - Technical Knowledge
 - External Candidates
 - Utilize Same Process in Recruiting
 - Recruit Early to Allow New Leader Interaction



Continuous Improvement

Continuous Improvement

- **Current Initiatives for Continuous Improvement**

- Identify and Deploy Key Organizational Safety Performance Indicators

- Professional External Consultant
- Workshops with Executive Management and Line Management Staff
- What Works for Our Organization?
- What Does Success Look Like?

- Safety Performance Standards for Management and Staff

- Minimum Standards
- What Does Excellence Look Like?
- Contribution to Safety Culture
- Measurable and Attainable Safety Goals
- Ranking vs Pass/Fail



May I Clarify Anything?





Contact Information

Doug Hefley
Director of Safety, Risk and Emergency
Management
951-928-3777 Ext. 4218
hefleyd@emwd.org