

# USACE CULTURE TRANSFORMATION FOR SAFETY AND OCCUPATIONAL HEALTH (SOH)



Dylan Davis

Coastal Program Manager

19 October 2022

*Working Today to Build a Better Tomorrow*



US Army Corps  
of Engineers®





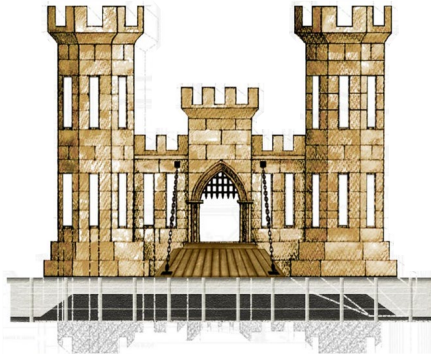
## MISSION

Deliver vital engineering solutions, in collaboration with our partners, to secure our Nation, energize our economy, and reduce disaster risk.

## VISION

Engineering solutions for the Nation's toughest challenges.

## U.S. ARMY CORPS OF ENGINEERS

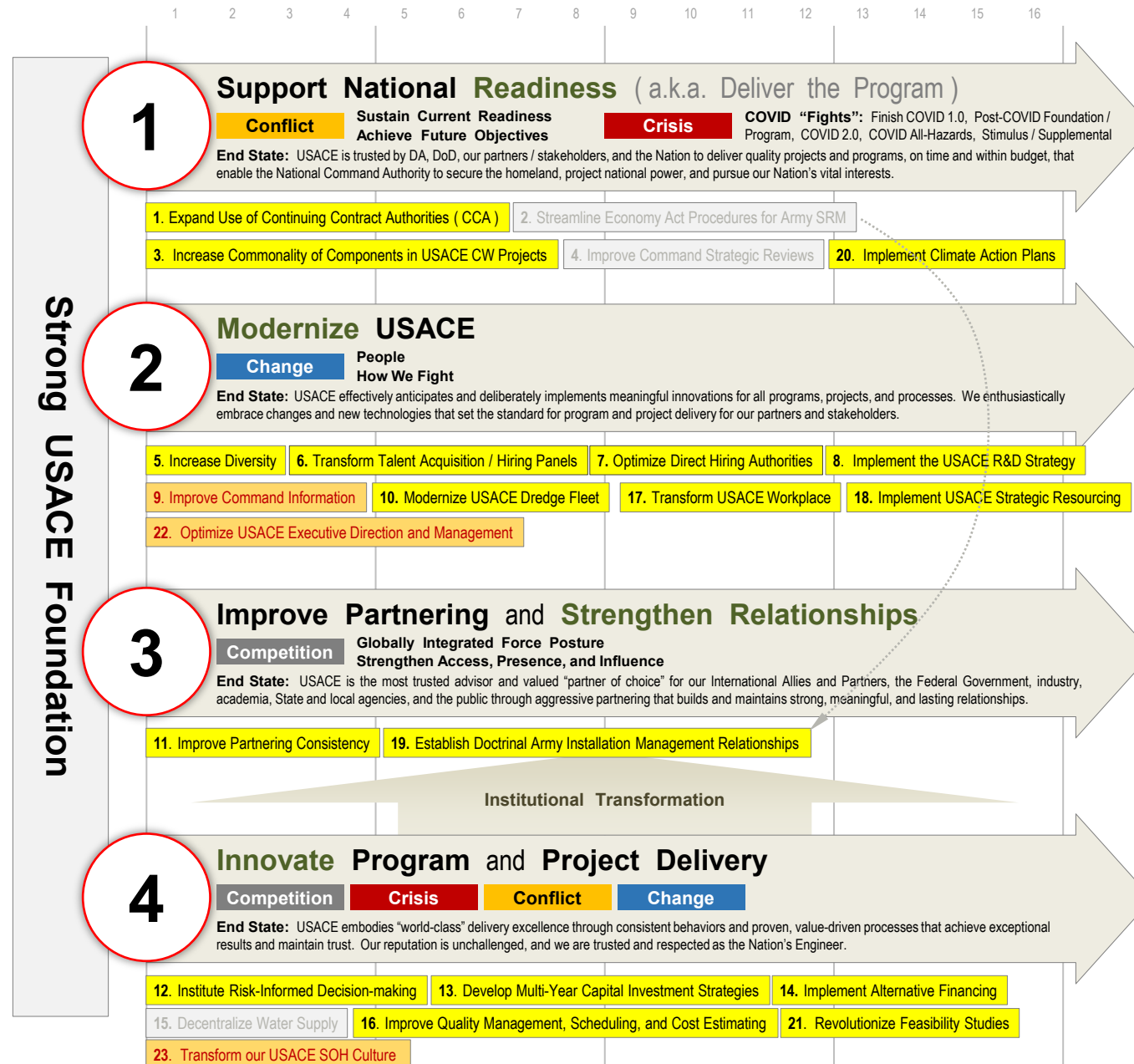


## PRIORITIES

- PEOPLE
- READINESS
- PARTNERSHIPS
- INNOVATE

## COMMAND PHILOSOPHY

- Promote and maintain a positive command climate
- Advance diversity and inclusion in our formations
- Deliver the Program
- Grow our next generation of leaders



**Winning =**  
**Finishing**  
**quality**  
**projects,**  
**on time**  
**and**  
**within**  
**budget . . .**  
**SAFELY.**

**Working Today to Build a Better Tomorrow**

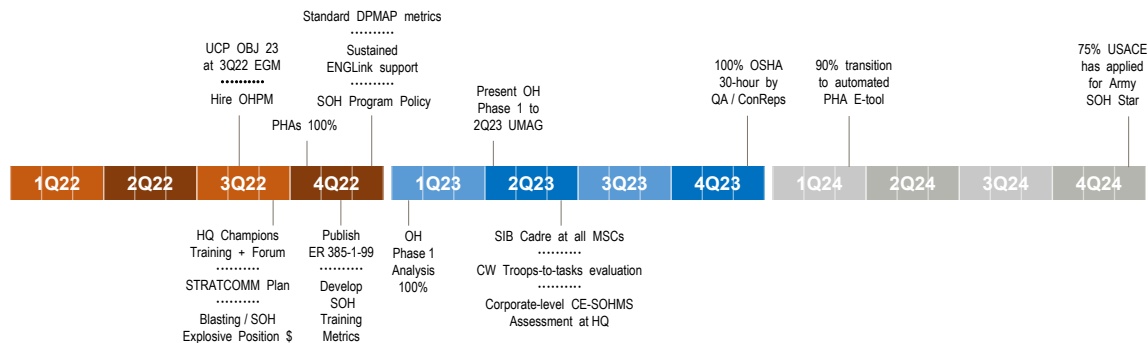
# LOE 4 / OBJ 23: TRANSFORM OUR USACE SOH CULTURE [ SO ]

Transform our USACE SOH culture with a management system that infuses safety in all business lines, drives accountability, aligns standard processes, and empowers all USACE employees to make our workplaces and projects safe and secure for ourselves, our contractors, and the recreating public.



## Leadership / Process

USACE: LTG Spellmon, MG Heitkamp, CSM Toussaint, CE-SOHMS Champions, Mark Atkins and CESO Staff. **MSCs / Centers:** All Commanders, CE-SOHMS Champions, MSC SOH Chiefs. **Districts:** All Commanders, CE-SOHMS Champions, TBD



### FY21-22 Recordable Accidents (OCT 1 - JUL 1) (As of: 22 JUL 22)

	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	TAD	ERDC	HNC	USACE Total
FY22	34	27	51	73	10	61	32	47	6	1	18	360
FY21	51	42	40	91	23	47	22	50	11	0	20	397
Δ%	-33%	-36%	+28%	-20%	-57%	+30%	+45%	-6%	-45%	+100%	-10%	-9%

## Deliverables / Issues / Hot Topics

### Deliverables:

- (3Q22) LOE1. Conduct HQ Champions Training + Forum
- (3Q22) LOE1. Develop a Strategic Communication Plan
- (3Q22) LOE2. Publication of ENGLink Project Plan
- (3Q22) LOE4. Fund + On-board Blasting / Explosive Safety position
- (3Q22) LOE5. PHAs completed across enterprise
- (4Q22) LOE1. Publish ER 385-1-225 (SOH Governance)
- (4Q22) LOE1. Standardize DPMAP SOH Metrics
- (4Q22) LOE1. Publish SOH Programmatic Policy / Audit Plan / Checklist
- (4Q22) LOE2. Sustained support for the ENGLink SOH modules
- (4Q22) LOE2. Publication of ER / EP 385-1-99
- (4Q22) LOE3. Develop the standardized SOH Training Matrix.
- (1Q23) LOE1. SOH Executive Council (SOHEC) established at HQ
- (1Q23) LOE4. Publish USACE Inspection Policy
- (1Q23) LOE6. Finish OH Phase 1 Analysis. Brief UMAG
- (2Q23) LOE2. MSCs will have cadre for SIB (ID'd by memo)
- (2Q23) LOE1. Troops to Task Evaluation (CW)
- (2Q23) LOE1. Corporation level CE-SOHMS Assessment at HQ

### Issues:

- Supervisor understanding of SOH responsibilities
- Employee Awareness of CE-SOHMS

### Hot Topics:

- GPC use for interim Occupational Health program delivery (criteria defined in ER 385-1-40)
- Better CCIR Reporting (5Ws)

## Key Focus Areas / Considerations

### LOE 1: Leadership engagement + employee participation

- <sup>1a</sup> HQ Champions Forum
- <sup>1b</sup> Complete ARAP / NSC climate survey
- <sup>1c</sup> Publish ER 385-1-225, SOH Governance
- <sup>1d</sup> Conduct quarterly SOHACs at all echelons
- <sup>1e</sup> Publish strategic goals at all echelons
- <sup>1f</sup> Include a SOH goal in all employee DPMAPs
- <sup>1g</sup> Improve SOH pre-solicitation oversight (CT)
- <sup>1h</sup> Evaluate SOH Staffing (Troops-to-Tasks)
- <sup>1i</sup> Secure SOH Resources (Budget)
- <sup>1j</sup> Establish HQ USACE SOHEC

### LOE 2: Investigations + Recordkeeping

- <sup>2a</sup> IRB approved ENGLINK sustainment plan
- <sup>2b</sup> Publish ER / EP 385-1-99, USACE Accident Investigation and Recordkeeping
- <sup>2c</sup> Publish ENGLink Project Plan (Accident Reporting, Insp, Haz Tracking)

### LOE 3: SOH Training + Promotion

- <sup>3a</sup> Training package for ENGLink SOH initiatives
- <sup>3b</sup> SOH for Supervisors + SOH Professionals
- <sup>3c</sup> 30-Hour OSHA training for QA / ConReps
- <sup>3d</sup> Develop Training Matrix for all echelons (Identify an Authoritative Source)
- <sup>3e</sup> CESOHMS training for all employees (Continuous training + New Hires)
- <sup>3f</sup> CESOHMS refresher training (SOH for employees)

### LOE 4: Inspections + Assessments

- <sup>4a</sup> Authoritative source – SOH inspections
- <sup>4b</sup> CESO conducts SOH Program Audits
- <sup>4c</sup> USACE SOH Program Management Review

### LOE 5: Hazard Analysis + Countermeasures

- <sup>5a</sup> Identify an Authoritative Source
- <sup>5b</sup> Transfer to automated PHA
- <sup>5c</sup> Implement Facility Systems Safety (FASS)

### LOE 6: Health protection + readiness

- <sup>6a</sup> Finish OH Phase 1 Analysis
- <sup>6b</sup> Decision brief to UMAG
- <sup>6c</sup> Standardize GPC use for interim OH needs

## Timeline

- 21 APR = [Monthly sCOP Update] Introduce UCP OBJ 23 Milestones / Updated Timeline
- 10 MAY = [3Q EGM] Introduce UCP OBJ 23 in opening remarks
- 31 MAY = Meeting with OC on GPC use for interim OH program delivery
- 15 JUN = Meeting with MP/CW to discuss funding of Explosives Safety position
- 7 JUL = HQ Champions Training
- 7 AUG =  Meeting with CW / MP / CESO
- 15 AUG =  Publication of SOH Governance (ER 385-1-225)
- 31 AUG =  Strategic Communication Plan + ENGLink Project Plan published via DTO
- XX SEP =  HQ Champions Forum
- 15 SEP =  Publication of SOH Programmatic Audit Plan / Checklist
- 15 SEP =  Safety for Supervisors training completed (Issue #1 / IG DTO action item)
- 15 SEP =  CE-SOHMS Awareness training completed (Issue #2 / IG DTO action item)
- XX XXX =  SOH Executive Council
- XX XXX = [1Q UMAG – OH Phase 1 analysis results / Phase 2 decision point]
- 31 DEC =  OH Phase 1 Assessments completed by select ROHC staff



# BATTLE RHYTHM



TASKER	FROM	SUSPENSE (APPROXIMATE)	DATA REQUIRED
<b>Army Safety Awards</b>	DA	Mid-December	Exceptional Organization Award, Individual Award of Excellence, Industrial Operations Safety Award, Excellence in Explosives Safety Award, Safety Guardian Award, Risk Management Award.
<b>CY Annual Occupational Safety &amp; Health, (OSH) Report to DOL</b>	DA/OSHA	Mid-February	<ul style="list-style-type: none"> <li>Main Report Template (similar to CE-SOHMS Annual Evaluation format)</li> <li>Appendix B – Fatality, Hospitalization, Amputations, Loss of Eye Report</li> <li>Appendix C – Training Requirement</li> <li>Appendix C – Certified SOH Committee Report</li> </ul>
<b>CE-SOHMS Annual Evaluation</b>	USACE	Mid-February	Self-Evaluation of the SOH management system IAW ES16009
<b>USACE Safety Awards</b>	USACE HQ	Mid-March	<ul style="list-style-type: none"> <li>Safety Award of Excellence</li> <li>Safety Award of Honor</li> <li>Special Recognition</li> </ul>
<b>BLS Establishment Report</b>	DA/OSHA	15 April Interim Report  1 May Final Report	<ul style="list-style-type: none"> <li>Submit calendar year civilian accident data to the BLS Internet Data Collection Facility (IDCF) web site by 1 May. Link to website: <a href="https://idcf.bls.gov">https://idcf.bls.gov</a></li> <li>Update consolidated list of establishments and POCs.</li> </ul>
<b>Program Management Review (PMR)</b>	DA	2 May	<ul style="list-style-type: none"> <li># workplaces, # workplaces inspected.</li> <li># RAC 1, 2, 3 hazards, # RAC 1,2,3 hazards abated.</li> <li>Successes, challenges, recommendations for both.</li> <li>Top three hazards.</li> </ul>



# SAFETY AND OCCUPATIONAL HEALTH ADVISORY COUNCILS

## PURPOSE:

**To provide an open forum for the South Atlantic Division Commanders to discuss current SOH and CE-SOHMS issues affecting the Safety program, review action items and metrics, share new concepts, ideas and techniques, and synchronize our direction and initiatives.**

Army Headquarters and installations will establish Safety and Occupational Health Advisory Councils composed of management and military and DA Civilian operating personnel. a. Such councils will be chaired by the commander or the commander's designee, who will be a senior management official. b. Councils will meet at least semiannually and will publish the minutes of the meetings. (AR 385-10)



# SAFETY AND OCCUPATIONAL HEALTH ADVISORY COUNCILS



## CE-SOHMS Champion's Forum (Quarterly)

**Programs Directorate Senior Executive Service (Chair)**

**Division/District Safety Champions**

**District Safety Chiefs**

## \*Commander's Safety Council (Semi-Annually)

**Division Commander (Chair)**

**CSM**

**All Members of CE-SOHMS Champion's Forum**

**Deputy Commanders**

**District Commanders**



# SAFETY CHAMPIONS

District	Champions	Safety Manager
<b>HQ SAD</b>	John Ferguson, Chief of Operations Chris Smith, Chief of Construction	Safety & Occupational Health Manager
<b>Charleston</b>	Chief Of Operations	Safety & Occupational Health Manager
<b>Jacksonville</b>	Deputy District Commander Deputy Chief of Construction Deputy Chief of Operations	Safety & Occupational Health Manager
<b>Mobile</b>	Chief of Operations	Safety & Occupational Health Manager
<b>Savannah</b>	Deputy Commander Deputy Chief of Construction Deputy Chief of Operations Geologist	Safety & Occupational Health Manager
<b>Wilmington</b>	Deputy Commander Chief of Operations, Major Robert Burnham,	Safety & Occupational Health Manager

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## OBSERVATIONS

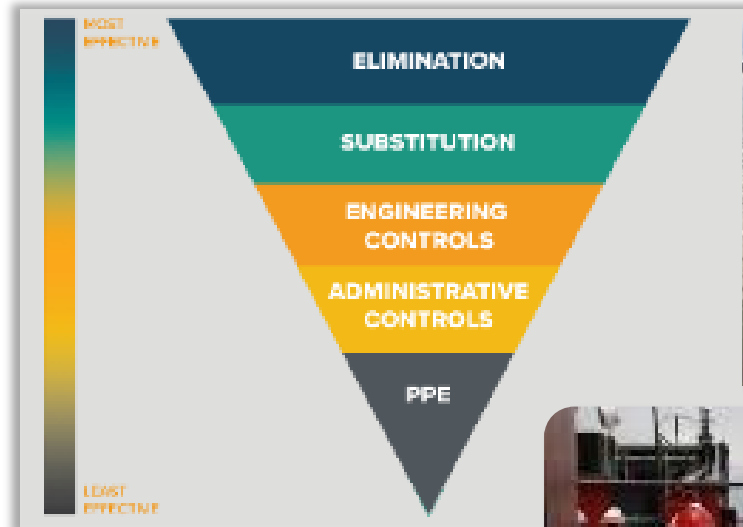
- Large, established companies lead the way in dredge crew safety
- Subcontractor not part of the Primes safety culture
- COVID caused increased turnover in dredge crew members
  - Untrained, inexperienced employees exposed to a hazardous environment
- SSHOs not present on sites

## IMPROVEMENTS

- Inspectors must periodically board dredges to observe condition of equipment and crew safety practices
- Training of crew should be assessed periodically
- Development of tools to reduce employee interactions with high-risk areas
- Safety is a discussion at the Sr. Leader level
- Data Analytics

## LESSONS LEARNED

- Emphasizing responsibilities of the SSHO
- Holding continuous conversations regarding safety
- Educating contractors on the **Hierarchy of Hazard Control**
- Get the next generation on dredges







# SAVANNAH UPDATE

	CO 1	CO 2	CO 3	CO 4	CO 5	CO 6
<b>Stage 2 Progress</b>	Leadership Engagement & Personnel	Investigate & Report Mishaps, Incidents, & Illnesses	Conduct SOH Training & Promotion	Conduct Inspections & Assessments	Conduct Hazard Analysis & Develop Countermeasures	Health Protection & Readiness
	1	32	40	28	22	45
	2	33	42	29	23	46
	3	34a	44	30a	24	47
	4	34b	41	30b	25	48
	5	39	43a	31	26	
	6		43b	36	27	
	7		43c	38a	35a	
	8			38b	35b	
	9				35c	
	10				37a	
	11				37b	
	12					
	13					
	14					
	15					
	16					
	17					
	18					
	19					
20						

Key	
	Completed
	In Progress
	Gap Identified

64% Complete, 36% In-Progress

## Accident & Illness Trends (FY22, Qtr 1 & 2)

Type	DART	TCIR
Government	0.00	0.00
Contractor	0.54	0.54

No Government Mishaps

Four Contractor Mishaps

### Top 3 Highest DART/TCIR Contractor Organizations: Name/ Project/Operation

- 1.
- 2.
- 3.

Last significant mishap:

## Discussion

- New CE-SOHMS Safety Champions on board. Increasing their program involvement.
- Continue to learn and implement the new ENGLink Accident Reporting and Investigation system.
- CP-12 Certification – we have a plan and will continue to actively manage the status and pathway towards completion.

## Way Ahead/Initiatives

- Increased Workplace Site Inspections
- Providing Fall Protection Training to Ft Gordon CSS Construction Office personnel
- Completed OSHA General Industry Trainer Course to increase training support
- Started PHA implementation
- Implemented training for the new ENG 3394 for reporting mishaps
- Emphasizing local Emergency Action Plans during annual site visits



# WILMINGTON UPDATE

## Accident & Illness Trends

	CO 1 Leadership Engagement & Employee Participation	CO 2 Investigate & Report Mishaps, Incidents & Illnesses	CO 3 SOH Training & Promotion	CO 4 Inspections & Assessments	CO 5 Hazard Analysis & Counter- measures	CO 6 Health Promotion & Readiness	
STAGE 2 PROGRESS	1	32	40	28	22	45	
	2	33	42	29	23	46	
	3	34a	44	30a	24	47	
	4	34b	41	30b	25	48	
	5	39	43a	31	26		
	6		43b	36	27		
	7		43c	38a	35a		
	9			38b	35b		
	10				35c		
	11				37a		
	12				37b		
	13						
	14						
	15						
	18						
	19						
	20						
	Key	Completed	90% Complete; 10% Ongoing; 0% Gap				
		Ongoing					
		Gap					

TYPE	DART	TCIR
Government	3.22	4.29
Contractor	1.46	1.46

- Government:**
- 4 COVID cases
  - 1 finger fracture
  - 2 back strains
  - 1 laceration

**Highest DART/TCIR Contractor: Name/ Project/Operation**

- 1.
- 2.
- 3.

**Last significant mishap:**

- Safety Stand Downs
- Integrate Asset management
- Training
- Recognition

**What was done to reduce/prevent COVID-19 from shutting down the fleet?**

**Way Ahead/Initiatives**

- Resuming internal and contractor safety inspections (never stopped at Ft. Bragg).
- Continuing CE-SOHMS monthly Working Group meetings.
- Updating Mishap Notification and Reporting SOP to align with the revised ENG Form 3394. SO will enter all 3394 data into ENGLink.
- Lakes Branch will send at least two team member to be trained as a Certified Playground Inspector.
- Completed Return-To-Work Guidance and distributed it to the District.
- Developed a draft Collateral Duty Safety Officer Program.

## Discussion – Safety Aboard Govt Dredges

**What are common accidents aboard onboard District dredges?**

- Slips, trips and falls
- Collisions
- Strains and lacerations

**What is done to reduce accidents?**

- **Creating a safety culture onboard our vessels is top priority**
- Training and drills
- Provide proper PPE and training on use
- Review PHAs annually; complete and review AHAs
- Preventative maintenance
- Crew led safety meetings
- Crew member empowerment.

**What are we doing to get better?**

- Sustain and enhance the safety culture.

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# QUESTIONS?

