



**JAMES K. HAHN**  
MAYOR

## **EXECUTIVE DIRECTIVE NO. CP-1**

**Subject: CITY SAFETY AND HEALTH POLICY**

The City's most valuable asset is its workforce. Without the efforts of talented and dedicated employees, it would be difficult to fulfill the City's mission to provide quality services to the public. It is the City's longstanding policy that employee safety and health are of utmost concern.

Unfortunately, the number of City workers who are unavailable due to on-the-job injuries has risen to a level that significantly impacts the delivery of critical services. Associated workers' compensation costs are escalating, creating a multi-million dollar drain on City revenues, and diverting money from other essential programs and services. The City also could be liable for substantial fines and penalties for workplace safety violations under the California Occupational Safety and Health Act of 1973 (Cal/OSHA).

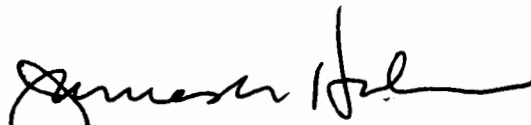
Consequently, I am immediately implementing a comprehensive, integrated approach to managing safety in the workplace. Safety has always been a core workplace value in the City, and this Executive Directive will ensure that there are ongoing programs and procedures in place. Safety is everyone's job every day, and a management committed to safety is one of the most important factors in the effort to reduce workplace injuries. Therefore, the overarching theme for this effort is, "Safety is My Job."

In support of this heightened emphasis, all Department/Bureau Heads and Commissions of City government are directed to implement proactive measures to improve the safety culture within their departments. Departmental programs should reinforce this theme through a variety of initiatives, including but not limited to education, training, and reward and recognition programs. Additionally, departmental programs must provide for the thorough investigation of all accidents as required by California Code of Regulations, Title 8, Section 3203. Specific departmental responsibilities are outlined in the Attachment to this Directive.

Department/Bureau heads shall take immediate steps to implement the provisions of this Executive Directive. As accident reduction is the major goal of this Directive, Department/Bureau Heads will be held accountable for improvement in this area by the Mayor or Commission.

The Personnel Department shall monitor compliance with this Executive Directive, and report its findings to me on a quarterly basis. The Personnel Department also shall be responsible to provide data for accountability monitoring.

Executed this 20<sup>th</sup> day of August, 2004



JAMES K. HAHN  
Mayor

JKH:wtf:41049

Supersedes Executive Directive Nos. 9 dated October 15, 1980 (Bradley Series) and 2000-22 dated November 7, 2000 (Riordan Series).

**ATTACHMENT EXECUTIVE DIRECTIVE NO. CP-1  
EMPLOYEE SAFETY**

**I. Background**

Critical to the success of this campaign is an understanding of the current state of workers' compensation in the City. The following information is provided:

- During Fiscal Year 2003–04, \$47,652,816 was spent for salary continuation (IOD) for injured workers and other non-medical workers' compensation payments. During Fiscal Year 2002-03, \$48,251,546 was spent for salary continuation (IOD) for injured workers and other non-medical workers' compensation payments;
- During Fiscal Year 2003–04, the City lost 1,741,095 employee hours, or the equivalent of 834 positions. During Fiscal Year 2002-03, the City lost 1,775,735 employee hours, or the equivalent of 850 positions;
- The City has a light duty, Return to Work Program to provide support and to promote early return to work. The program assists operating departments in the placement of injured workers who cannot be returned to work in their respective departments. The Personnel Department is able to place many of these injured workers in other operating departments on a temporary basis;
- During Fiscal Year 2003–04, the Return to Work Program's placement efforts saved the City the equivalent of \$11,039,036 in IOD payments, or the equivalent of 165 positions. During Fiscal Year 2002-03, the Return to Work Program's placement efforts saved the City the equivalent of \$9,165,265 in IOD payments, or the equivalent of 150 positions;
- The City is self-insured and self-administers its workers' compensation program through the Personnel Department. The civilian claims management group is comprised of seven Departmental Service Teams that provide claims management services to assigned operating departments. Each team is responsible for setting up the claims, obtaining necessary factual information to determine the City's liability, and providing support to specific operating departments/bureaus for claims filed by their respective employees. The services of a Third Party Administrator (TPA) are used for the management of sworn claims (Police and Fire).

## **II. Responsibilities of Department Heads**

A. Within 90 calendar days of issuance of this Directive, each Department/Bureau Head shall be responsible for implementing the following actions and reporting the status to the Personnel Department:

- Appoint a Disability Management Coordinator;
- Develop an Injury and Illness Prevention Program (IIPP) that complies with Cal/OSHA requirements. The following elements must be included in an IIPP as defined by Cal/OSHA:

### **The employer's assignment of responsibilities:**

- A system for ensuring employee compliance with safe work practices;
- A job training and retraining program;
- A system for two-way communication between employers and employees about safety issues;
- Scheduled inspections and an evaluation system to identify hazards;
- An accident investigation process;
- Procedures for correcting unsafe and unhealthy conditions;
- Safety and health training;
- Record keeping.

### **Issue a departmental policy statement to all employees, volunteers, and vendors announcing the safety campaign. Such policy statement shall:**

- Establish goals, objectives, and action plans to reduce the frequency of injuries;
- Encourage employee involvement in the development and implementation of departmental safety programs;
- Identify the Disability Management Coordinator and provide contact information;
- Delineate procedures for timely reporting and investigating of safety hazards, injuries, and accidents and near-miss accidents;
- Establish a mechanism for reporting suspected instances of fraud.

**On an ongoing basis, each Department Head shall:**

- Provide sufficient resources to implement the departmental safety program, including sufficient personnel to fulfill the responsibilities of the Disability Management Coordinator;
- Ensure timely investigation of all accidents, injuries, and safety hazards;
- Conduct an annual analysis of data and identify major injury trends and locations in their department/bureau;
- Report cases of suspected fraud to the City Attorney's Office and cooperate in any ensuing investigations;
- Fully participate in the Citywide Return to Work Program by identifying placement opportunities and referring unplaced workers in a timely manner;
- Ensure that all employees, particularly first-level supervisors, are assigned to appropriate safety training;
- Ensure compliance with recommendations of City safety professionals concerning conditions which constitute work-related hazards.

**III. Responsibilities of the Disability Management Coordinator**

**A. The Disability Management Coordinator shall:**

- Assist management in establishing a safety policy statement as assigned;
- Become familiar with Mayor's Executive Directive SA - 1 and Cal/OSHA requirements and recommendations regarding safety program development in the IIPP;
- Determine which organizations within the department/bureau require supplemental safety programs.
- Determine how many safety committees should be established and maintain names of chairpersons and members;
- Evaluate the ongoing training needs within the department/bureau and coordinate the establishment of programs to meet department/bureau needs and Cal/OSHA requirements;
- Develop and disseminate "self-inspection" procedure requirements so that responsible supervisors will identify and correct unsafe work procedures and conditions in areas under their control;

- Continuously monitor program effectiveness. Design the program so that additions and updates can be easily made. Keep program requirements current with the requirements of Cal/OSHA.
- Train supervisors about the Return to Work Program;
- Provide department management with regular briefings on the status of safety and workers' compensation activities within the department;
- Provide timely notification to the Safety Administrator of any accident, illness, or other event resulting in hospitalization, serious injury, or death of an employee; or that causes serious property damage;
- Coordinate with field supervisors to ensure that injured workers are sent to authorized first care providers;
- Coordinate placement efforts for the department's/bureau's injured workers;
- Notify injured workers who can be placed internally, of the conditions of their placement;
- Notify the Personnel Department's Workers' Compensation Division (WC) if an injured worker cannot be returned to work in either a limited or permanent capacity;
- Respond to reasonable accommodation requests from the WC Division;
- Monitor an injured worker's participation in a modified, light-duty program to ensure adherence to the policies and provisions of the program;
- Notify the WC Division if IOD has ended;
- Coordinate with assigned Rehabilitation Counselors for job analyses or other rehabilitation issues. The Counselors are experts in the field of rehabilitation. They are responsible for evaluating the transferable skills of injured workers; providing an assessment and recommendation for job placement opportunities; and developing and monitoring all vocational training programs;
- Ensure that Accident/Illness and Claims forms are sent to the WC Division;
- Coordinate all other safety related matters affecting their department/bureau.

#### **IV. Responsibilities of the Personnel Department**

A. The General Manager of the Personnel Department shall:

- Provide expert technical assistance to departments/bureaus through assignment of safety engineering and industrial hygiene staff, issuance of safety bulletins, training aids, and other resource materials;
- Provide specific assistance to operating departments/bureaus in the development and maintenance of Injury and Illness Prevention Programs;
- Monitor implementation of this Executive Directive;
- Provide data to operating departments/bureaus to facilitate regular analysis of risk exposure and provide customized reports on request;
- Provide training and communications emphasizing accident prevention targeted at employees and supervisors in high risk occupations;
- Develop and distribute a model for a home visitation program to promote the expeditious return of injured employees;
- Spearhead the review of existing policies that are not contributing to the development of the appropriate safety culture;
- Conduct data analysis of Citywide injury trends and take proactive measures, including training, to improve the safety culture in conjunction with affected departments;
- Conduct targeted safety audits at problem worksites, provide technical advice on mitigation strategies, and provide staff training to operating departments/bureaus on request;
- Coordinate the placement of temporarily and permanently disabled employees between departments/bureaus;
- Provide site inspection, program evaluation, operational advice, and staff training to operating departments/bureaus on request;
- Establish internal reporting mechanisms for employees who have been unable to resolve safety issues within their departments/bureaus;
- Report suspected cases of medical provider fraud to the City Attorney's Office;
- Support the City Attorney and other City departments/bureaus involved in adjudicating Cal/OHSA citations and in processing Workers' Compensation claims.

**V. Responsibilities of the City Administrative Office**

A. The City Administrative Officer shall:

- Give primary consideration to departmental requests to correct safety hazards in both the budget and in interim requests for funding.

**VI. Responsibilities of Supervisors**

A. Individual supervisors shall:

- Ensure that employees receive training in the safe handling of materials, tools, and equipment;
- Notify employees of unsafe behavior and unsafe conditions and take appropriate corrective action;
- Monitor employee performance to ensure that duties are discharged in a safe and responsible manner;
- Evaluate worksites on an ongoing basis for unsafe conditions and take steps to correct them;
- Remind employees of preventive measures to avoid accidents;
- Conduct complete investigations of workplace accidents

**VI. Responsibilities of All City Employees, Contractors, Volunteers, and Vendors**

A. Individual employees, volunteers, and vendors shall:

- Work safely and assist co-workers and others in the workplace to work safely;
- Comply with City policies, procedures, and practices related to accident prevention and safety;
- Comply with Federal, State, and local laws, rules and regulations governing employee health and safety;
- Comply with manufacturers' safety guidelines and rules related to equipment and materials;
- Participate in safety training;



- **Report safety hazards in a timely manner;**
- **Obtain and submit to their supervisors, clear and complete information on work restrictions,**
- **Cooperate in incident investigations.**