

# **DOSH EMPLOYEE GENERATED IMPROVEMENT PROJECT**

## **FINAL REPORT**

### **I. INTRODUCTION**

The DOSH Employee Generated Improvement Project (EGIP) has its genesis in a letter sent to the Department of Industrial Relations (DIR) Director and Division of Occupational Safety and Health (DOSH) Chief by 19 employees of Cal/OSHA Region I (San Francisco/Bay Area) on April 7, 1999 (Appendix A). This letter outlines areas of improvement that its signatories believe would significantly increase the ability of Cal/OSHA to effectively fulfill its mandate and mission to protect the health and safety of workers in California.

Subsequently, DOSH Chief John Howard requested that the DOSH Training Coordinator, chair a statewide EGIP to expand the effort initiated in Region I to include employees in other regions and units including the Consultation Service and the Mining and Tunneling Unit. Interim representatives from these units were initially designated by the chair to meet to develop a strategy for implementing the EGIP statewide. This meeting took place on May 3, 1999 and was attended by members of Regions I, II, III, IV, VI, Consultation Service, DOSH Headquarters and Mining and Tunneling Unit. The strategy, agreed to by a consensus of those present was to have each representative facilitate meetings in each local office at which both field and administrative employees would have an opportunity to discuss priority issues and “quick fixes” necessary to both improve their ability to perform their work and Cal/OSHA’s ability to fulfill its mission. A form was developed to capture the outcome of each of these local meetings (Appendix B). These local meetings were also to result in the selection of representatives to attend a region-wide meeting at which the local issues raised would be consolidated and prioritized into one list for the region.

At the regional meetings, representatives were to be selected to attend a final statewide meeting in order to further consolidate and prioritize issues for a report to be delivered to the DOSH Chief.

### **II. LOCAL AND REGIONAL MEETINGS**

With the exception of Region III, local meetings were held in all other regions and units participating in the EGIP. These meetings were attended by safety engineers, industrial hygienists and office support staff. Approximately 150 employees participated in this process statewide. Participation in the EGIP by offices and by individual employees varied and was affected largely by the degree of cynicism, fear or apathy expressed by employees. Region III failed to have any participation for these reasons as reported by their regional representative. At each of the regional meetings, representatives were elected to attend the final statewide meeting. Regions II, IV, Consultation and Mining and

Tunneling each elected one representative, while Region I elected one industrial hygienist, one safety engineer and one office technician to attend.

Prior to the statewide meeting, the EGIP chair received written reports detailing the outcomes of the local office meetings as well as the regional meetings. These outcomes were then consolidated and summarized for discussion at the statewide meeting (Appendix C).

### III. STATEWIDE MEETING

The final statewide EGIP meeting was held on July 8, 1999 and was attended by one representative from Regions II, IV, VI, Consultation Service and Mining and Tunneling as well as three representatives from Region I. A representative from the California Association of Professional Scientists (CAPS) and Professional Engineers in California Government (PECG) also attended as an invited guest.

Following reports summarizing the EGIP in each region/unit presented by the representatives, a discussion ensued on how best to arrive at a final list of priority issues. Since there was considerable overlap in the issues reported by each region/unit, it was decided that a final priority list could be arrived at by consensus through an open discussion by the group. This discussion led to the final list discussed in detail below. It was also decided that all of the “quick fixes” that had been reported would be included in the final report and no attempt was made to prioritize these.

### IV. PRIORITY ISSUES

The following list of priority issues was arrived at by consensus of the representatives attending the statewide EGIP meeting. They are not necessarily presented in order of importance:

- **Staffing** – Increased staffing in all branches of Cal/OSHA. Increased number of senior industrial hygienist and senior safety engineer positions.
- **Pay Parity** - Parity between industrial hygienists and safety engineers. Salary/classification increases for administrative staff commensurate with their new work duties and increased workloads.
- **Field Equipment and References** - Improved procedures for acquisition of equipment and distribution to field staff. Access to essential reference materials.
- **Training** – A statewide new employee training program that includes orientation to the Division and stresses the mission of Cal/OSHA. Increased opportunities for professional development.
- **Paperwork** – Review and elimination of unnecessary paperwork, Improved ability of computer (laptops and PCs) processing of field forms and reports.

- **Industrial Hygiene Laboratory** – Improve contracting procedure to assure higher quality of sample analysis. Consider multiple laboratory contracts.
- **Employee Recognition** – Employee achievements are not adequately recognized at all levels of management. Improve communication and access between rank and file and DOSH leadership.
- **Administrative Policy and Procedures Manual** – New manual needed along with training on procedures for support staff.

## 1. Staffing

The current unfilled positions within the compliance and consultation offices must be filled as soon as possible and procedures should be developed which ensure that future vacancies are filled promptly. The Division needs to seriously explore the possibility of expanding the staffs of these and other units: legal, medical, special studies, research and standards, professional development and training.

Understaffing in the District offices creates significant pressure for less thorough investigations in the field which can result in hazards being overlooked and poor documentation of citations as well as problems with timeliness of inspections and reports.

In the past, the Medical Unit consisted of up to seven physicians, three nurses and additional contract personnel, in contrast to the one physician and two part-time nurses currently on staff. The Legal and Special Studies units are also understaffed in comparison to historic levels. This lack of specialized technical assistance for field personnel can and does negatively impact the quality of the Division's work product.

Insufficient staffing, and the resulting complaint/accident backlog, is also an important morale issue for committed field personnel who know that the Division is often the only hope for help that many California workers in unsafe and unhealthy workplaces have. The backlog has resulted in delays of up to a year in responding to complaints in some offices.

Given the personnel and resource limitations of the District offices, the Division clearly cannot conduct compliance inspections of the 700,000 workplaces in California. While it is necessary and important to address the complaints DOSH receives (which often result in multiple citations), alternate ways of conducting more programmed, "really targeted" inspections in high hazard industries, where the bulk of the accidents and illnesses occur, must be explored.

Many Regional Safety and Industrial Hygiene Seniors are tied up performing administrative tasks for their Regional Manager. Very often that leaves little time for supporting and assisting District/Area office compliance or consultation safety and health field staff. Either increasing the number of regional seniors and/or

establishing seniors within the larger local offices would be an important advance.

## **2. Pay Parity**

The new administration should act rapidly to remove the divisive inequity in pay scales between industrial hygienists and safety engineers in the Division. DOSH and DIR leadership can do much to improve morale and professional collaboration within the Division by ending this disparity. This has been an employee union demand at every contract negotiation since the genesis of this disparity but has been capriciously denied by previous administrations.

Current Industrial Hygienist salary levels, particularly for those with CIH certifications, are significantly below comparable positions in the private sector and even among many public sector employers. Low salaries make it difficult to recruit and retain competent, dedicated staff.

## **3. Field Equipment and References**

The establishment of the DOSH Calico laboratory has helped to consolidate the Division's equipment and make it possible to locate particular types of equipment. However, much of our equipment is antiquated and unreliable. Compliance officers are often unaware that new equipment has been acquired, and there is currently no mechanism for training field personnel in its use. Field personnel have little input on purchasing decisions, and have found that some major buys, such as multi-gas meters, have been less than ideal for compliance purposes. Moreover, some offices do not have basic direct reading monitors (carbon dioxide meters, particle counters, etc.) immediately available for field personnel. These problems are accentuated for the Mining and Tunneling Unit staff.

Most of the DOSH offices have limited, out-of-date technical books and resources available on site. Some offices have been able to use the yearly "hurry up and spend the unexpected federal money surplus" for purchase of materials, but providing field personnel in every office with a set of decent technical books is important to achieving the Division's mission. In addition, there are excellent and comprehensive occupational safety and health resources available on CD-ROMs which could be made available to the District Offices. Most significantly, various ANSI standards are incorporated by reference into the Title 8 regulations yet most DOSH offices have no direct access to these standards.

## **4. Training**

Newly hired field and administrative staff often do not receive an adequate orientation and initial training. A state-wide orientation of all new hires, independent of specific offices, would be important to establish uniformity in work practices and policy implementation. Working with specifically assigned field staff

and Regional/District Seniors would help solidify collaboration and mutual support in field work.

The work the Division does is literally the difference between life and death for workers in many industries and workplaces. However, there are many field personnel who are not familiar with the history of occupational safety and health in the United States, the reasons why the OSH Act of 1970 was passed, and why there continues to be a pressing need for Cal/OSHA. Without this understanding it can be very difficult to withstand the pressures of unhappy employers, frightened workers, and crushing paperwork which work against issuing and defending citations and ensuring abatement of workplace hazards. Without an informed sense of mission among DOSH staff at all levels, the Division cannot achieve its potential or meet its mandate.

The role of Cal/OSHA in the context of the history of occupational safety and health in the United States should be included in orientation training for new employees. An annual one-day conference that includes a review of the most pressing challenges facing the Division, and the goals of DOSH for the coming year would be important to build and sustain a sense of mission for all staff.

If the Division is going to attract and keep competent and engaged safety and industrial hygiene professionals, it must provide more support for participation in professional associations. As it stands now, compliance staff and consultants are reimbursed for one set of membership dues, to a maximum of \$100, but they must take vacation time and cover their own expenses to attend professional conferences, many of which are required to maintain professional certification.

The Division should cover the membership fees of at least two professional groups (many field personnel belong to three or four) and should provide CSHOs and consultants with administrative leave time to attend professional association conferences (with expenses paid by the attendees). For compliance staff and consultants with certification in their fields, the Division should cover all expenses for biannual participation at professional conferences needed to maintain certification.

As an incentive and motivation for further professional development, the Division should consider an increase in grade for industrial hygienists and safety engineers who become Certified Industrial Hygienists or Certified Safety Professionals.

## **5. Paperwork**

With the implementation of the Integrated Management and Information System (IMIS) for recording inspection and investigation report data, a significant increase in the percentage of field staff time is now devoted to “paperwork” rather than field work. The revision of the DOSH Policy and Procedures Manual has also contributed to this time realignment by introducing an array of new forms required to be completed for each inspection/investigation. Quality inspections

are the result of good field work which is well documented; the administrative requirements should not deter quality inspections but should help strike the balance between field work and documentation. A review and re-evaluation of this paperwork should be conducted with the objective of reducing it by eliminating superfluous and/or redundant forms or other paperwork requirements. It is essential that field staff be involved in any such review.

In addition to reducing paperwork, more efficient and effective ways should be implemented for the input of inspection information into the IMIS system. Laptop computer usage in the field can be significantly increased by improving their capacity to process IMIS and other forms and resolving the technical problems that continue to hinder communication between laptops and office servers. This may require the use of contractor services to produce a uniform system to meet Cal/OSHA requirements.

## **6. Industrial Hygiene Laboratory**

The Division must establish a contract with a competent analytical laboratory. The well-documented problems of the current laboratory is a major obstacle for Division industrial hygienists in performing their assigned duties and is a continuing source of embarrassment for the Division. The entire contracting process needs to be reviewed with the goal of improving the specifications in the Request for Proposals so as to assure that a bidding laboratory will be able to perform all of the required analysis in-house. Alternatively, the Division should consider multiple contracts to assure adequate analytical capacity. A permanent oversight committee comprised of senior industrial hygiene staff as well as field personnel should be formed to deal with laboratory related issues.

Mining and Tunneling Unit staff expressed a desire for the analytical laboratory to better be able to serve the specific analytic needs of that Unit.

## **7. Employee Recognition**

A mechanism needs to be developed that can communicate to all DOSH staff the Division's activities, highlight successes, recognize outstanding employee efforts, and outline goals and challenges. There are nearly 30 separate local DOSH offices scattered throughout the state and very little opportunity for any of these offices to be aware of the activities of the others or to develop a Division-wide esprit de corps.

There has historically been little or no recognition of exceptional employee performance by Division management. When combined with chronic pay raise problems, pay disparity issues, and the emphasis on negative criticism of staff performance by management, the current low morale and cynicism among many Division employees is understandable. There is little or no external incentive for meritorious achievement by employees of the Division and there is a widely-held perception that management just doesn't care about quality of work. The historical indiscriminate emphasis on "numbers" by DOSH management

continues to plague staff morale and continues to be practiced by both regional and local office managers despite a declared shift in emphasis by Division leadership.

Newsletters, a DOSH web site, annual conferences are among the many mechanisms that management could use to both invigorate staff with a sense of purpose and mission as well as give recognition to the exceptional efforts and achievements of employees.

## **8. Administrative Policy and Procedures Manual**

The DOSH Administrative Policy and Procedures manual has not been revised since 1987. In the interim, office procedures have been significantly impacted by both the implementation of the IMIS and the new compliance Policy and Procedures manual. Without a Division-wide administrative guide, office support staff have devised widely varying policies and procedures in each local office. A new Administrative P&P manual and training was a high priority need reported by most administrative staff participating in the EGIP.

## **V. QUICK-FIXES**

Those participating in the EGIP agreed that it would be important for management to demonstrate its mutual concern with the issues raised by the DOSH employees by addressing the "quick-fix" items that were developed through the input process. Therefore, local office meetings a list of quick-fixes as part of their EGIP deliberations. The final list of all such items was not further prioritized by the statewide EGIP group and is presented below:

- Develop a system for cataloguing and distributing formal and informal "letters of interpretation."
- Calico to conduct a "needs assessment" of field staff to determine which equipment is actually used and needed by staff.
- Secure temporary clerical help to fill in for temporary vacancies and periods of significantly increased workloads.
- Issue a single, professional looking identification badge (and business card) statewide and assure that all field staff have one.
- Regional Managers and Deputy Chiefs should hold quarterly meetings in each district office to improve two-way communication.
- Improve security both in local offices and in the field.
- Organize meetings between compliance and consultation staffs to better communicate concerns and coordinate efforts.
- Develop a directory of administrative support staff in Headquarters describing who does what such as processing of TECs, purchasing, processing of time sheets, vacation and sick leave audits, and other personnel forms.
- Explore creation of a Division Ombudsman who can facilitate problem resolution of staff.

- Design all field activity-related forms in a single electronic format (e.g. Word) to allow access to all computer systems used (Office PCs, laptops, remote access).



## APPENDIX A

April 7, 1999

Stephen J. Smith, Director  
Department of Industrial Relations  
San Francisco, CA

Dr. John Howard, Chief  
Division of Occupational Safety and Health  
San Francisco, CA

Dear Mr. Smith and Dr. Howard,

We are writing you as a group of rank-and-file field personnel with our concerns and suggestions regarding the direction and functioning of DOSH in the new administration.

The heart of our concerns is reaffirming and actively nurturing the mandate and mission of the Division to protect the health and safety of working people in California. We take that mission seriously. We believe that decisive action in the areas of personnel, technical resources and support, and initiatives to maximize the impact of the Division, are required to achieve the Division's mission and legal mandate.

We want to acknowledge Dr. Howard's long hours and hard work to improve many aspects of the Division's work. Nonetheless, despite Dr. Howard's best efforts, we believe the last decade has left the Division in a weakened state with little sense of mission in many offices.

### Personnel

(1) **Additional personnel:** The current unfilled positions within the compliance and consultation offices must be filled as soon as possible, and procedures should be developed which ensure that future vacancies are filled promptly. The Division needs to seriously explore the possibility for expanding the staffs of these and other units: legal, medical, special studies, research and standards, professional development and training.

For example, Worksafe! noted in its recent report to the Governor that using 1982 staffing criteria for California's 1998 workforce would mean 339 compliance officers, as opposed to the less than 200 we have now. Understaffing in the District Offices creates significant pressure for less thorough investigations in the field, which can result in hazards being overlooked and poor documentation of citations, as well as problems with timeliness of inspections and reports.

Worksafe! also noted that in 1975 the Medical Unit consisted of seven physicians, three nurses and additional contract personnel, as opposed to the

one physician and two nurses we currently have. The Legal and Special Studies units are also understaffed in comparison to historic levels. This lack of specialized technical assistance for field personnel can negatively impact the quality of the Division's work product.

We understand that legislative and budgetary realities may limit the Division's prospects in this area, but a serious, sustained effort by the leadership to increase personnel must be undertaken. "Doing more with less" has not worked and cannot even meet the Division's legal responsibilities as per the Labor Code, let alone the other existing P&P requirements (follow-ups, referrals, 10<sup>th</sup> letter, permits and asbestos jobs), and any new initiatives required to effectively realize the Division's mission.

The lack of personnel, and the resulting complaint/accident backlog, is also an important morale issue for the field personnel who take their work seriously and know that the Division is the only hope for many California workers in dangerously unsafe and unhealthy workplaces. The backlog has resulted in delays of up to a year in responding to complaints in some offices.

#### Technical Resources

(2) **Analytical Laboratory:** The Division simply must establish a contract with a competent lab. The well-documented problems of the current lab, EMS Laboratories, is a major obstacle for Division industrial hygienists in performing their assigned duties and is a continuing source of embarrassment for the Division.

(3) **District Office Libraries:** Most of the DOSH offices have limited, out-of-date technical books and resources available on site. Some offices have been able to use the yearly "hurry up and spend the unexpected federal money surplus" for purchase of materials, but providing field personnel in every office with a set of decent technical books is important to achieving the Division's mission. In addition, there are excellent and comprehensive occupational safety and health resources available on CD-ROMs which could be made available to the District Offices.

(4) **Accessible and appropriate equipment:** The establishment of the Calico laboratory has helped to consolidate the Division's equipment and make it possible to locate particular types of equipment. However, much of our equipment is antiquated and unreliable. Compliance officers are often unaware that new equipment has been acquired, and there is no mechanism for training field personnel in its use. Field personnel have little input into purchasing decisions, and have found that some major buys, such as multi-gas meters, have been less than ideal for compliance purposes. Moreover, some offices do not have basic direct reading monitors (carbon dioxide meters, particle counters, etc.) immediately available for field personnel.

In addition, not all District Offices have the capacity to provide all CSHOs with a PC work station and direct access to IMIS and the Internet.

### Technical Support

(5) **Regional and District Seniors:** Many Regional Safety and Industrial Hygiene Seniors are tied up performing administrative tasks for their Regional Manager. Very often that leaves little time for supporting and assisting District Office compliance safety and health officers (CSHOs). Either increasing the number of regional seniors and/or establishing seniors within the larger District Offices would be an important advance.

(6) **New hire training:** For a variety of reasons, newly hired CSHOs often do not receive an adequate orientation and initial training. A state-wide orientation of all new hires, independent of specific offices, would be important to establish uniformity in work practices and policy implementation, and working with specifically assigned District CSHOs and Regional/District Seniors would help solidify collaboration and mutual support in field work.

(7) **Field Personnel's Professional development:** If the Division is going to attract and keep competent and engaged safety and IH professionals, it must provide more support for participation in professional associations. As it stands now, CSHOs and consultants are reimbursed for one set of membership dues, to a maximum of \$100, but they must take vacation time and cover their own expenses to attend professional conferences, many of which are required to maintain professional certification.

The Division should cover the membership fees of at least two professional groups (many field personnel belong to three or four) and should provide CSHOs and consultants with administrative leave time to attend professional association conferences (with expenses paid by the attendees). For CSHOs and consultants with certification in their fields, the Division should cover all expenses for participation at professional conferences needed to maintain certification every other year.

The Division should also consider an increase in grade for industrial hygienists and safety engineers who become Certified Industrial Hygienists or Certified Safety Professionals.

### Mission Building Activities

The work the Division does is literally the difference between life and death for workers in many industries and workplaces. However, there are many CSHOs who are not familiar with the history of occupational safety and health in the U.S., the reasons why the OSH Act of 1970 was passed, and why there continues to be a pressing need for Cal/OSHA. Without this understanding it can be very difficult to withstand the pressures of unhappy employers, frightened workers, and crushing paper work, which work against issuing and defending citations,

and ensuring abatement of workplace hazards. Without an informed sense of mission among DOSH staff at all levels, the Division cannot achieve its potential or meet its mandate.

**(8) Training on OSHA History and Our Mission:** An annual one-day training including a recap of the relevant history, the current statistics of occupational injury and illnesses, the most pressing challenges facing the Division, and the goals of DOSH for the year would be important to build and sustain a sense of mission.

**(9) Newsletter, Website and Employee Recognition:** One simple method of building and nurturing an internal esprit de corps is publishing a quarterly newsletter to cover the Division's activities, highlight successes, recognize outstanding employee efforts, and to outline goals and challenges. The Cal/OSHA Reporter performs this role by default, but the Division could do a better job. Jack Oudiz's "unofficial" website has been an important source of interchange among DOSH staff, but it could be strengthened with additional time for Jack and/or assignment of additional personnel for this activity.

#### Innovations and Policy Issues

**(10) Pay Parity:** The new administration should act rapidly to remove the divisive inequity in pay scales between industrial hygienists and safety engineers in the Division. Regardless of the origin of the expanding 7% differential, DIR/DOSH's leadership can do a lot for morale and collaboration within the Division by ending this inequality.

Current IH salary levels, especially for those with CIH or CSP certifications, are significantly below comparable positions in the private sector and many public sector employers. Low salaries make it difficult to recruit and retain competent, dedicated personnel.

**(11) Complaints and Programmed Inspections:** Given the personnel and resource limitations of the District Offices, the Division clearly cannot conduct compliance inspections of the 700,000 workplaces in California. While it's necessary and important to address the complaints DOSH receives (which often result in multiple citations), we must explore ways of conducting more programmed, "really targeted" inspections in high hazard industries where the bulk of the accidents and illnesses occur.

In light of recent events, the Division should form a permanent and pro-active Process Safety Management (PSM) team with the goal of preventing catastrophes, as well as more effectively investigating the causes and preventative actions for the explosions, fires and releases that occur.

**(12) A More Pro-Active Consultation Service:** Given Congress' preference for consultative over enforcement activities, the Division should actively seek resources for and prioritize a more pro-active Consultation Service, with special

emphasis on reaching small employers, new businesses, young workers, and consideration of joint consultation-compliance activities in specific industries or locations such as industrial parks.

(13) **Outreach to Young Workers:** DIR should work with the Department of Education to develop a curriculum in workplace rights and responsibilities for high school students. This would include information about workplace health and safety, minimum wage and hours of work laws, workers' compensation, etc.

(14) **Reinvigorate Special Studies and Research & Standards:** DOSH field personnel, the Standards Board and the Legislature can all benefit from having more personnel and resources in these offices. Their historic role has been important and the current lack of activity represents a significant lost opportunity for the State.

(15) **Review of Title 8 Standards:** A number of Title 8 standards have become "unenforceable" over time due to Appeals Board decisions, changes in the referenced or gateway standards established by other agencies, etc. There should be a mechanism by which headquarters staff periodically review decisions and changes in enabling regulations and make appropriate proposals for T8 CCR changes to the Standards Board. The Cal/OSHA Form 9 appears to be ineffective at this time in initiating the needed revisions to Title 8.

(16) **Coordinate Compliance with Other Agencies:** The Division should explore mechanisms for coordinating inspections, or at least exchange information, with local Fire Departments, county Hazardous Materials inspectors, etc. These agencies should be informed of our basic regulatory requirements and encouraged to make referrals. Similarly, DOSH should develop better mechanism for facilitating and tracking referrals to other agencies. The Cal/OSHA Form 90 is not designed for outgoing referrals and has not been useful in this regard.

#### Legislative Proposals

(17) **Improve Protection for Complainants:** Currently, workers must contact DLSE within 30 days of the alleged discrimination to file a timely complaint. Often workers miss the deadline, and DLSE staffing appears to be insufficient to conduct timely and thorough investigations even when complaints are received within 30 days. Frequently DOSH personnel are not contacted regarding these discrimination cases, even though the allegation involved a Cal/OSHA inspection. Perhaps DOSH should consider the Federal OSHA model and establish its own discrimination investigation unit. Legislative action may be required to better protect complainants from employer discrimination.

(18) **Restore the Division's Ability to enforce the Labor Code:** A recent Decision After Reconsideration held that the Division does not have the authority to directly enforce the Labor Code. The Legislature should be requested to clarify this issue.

These are some of the ideas percolating in the ranks of the Division, which we want to bring to your attention. Naturally more discussion and reflection is required for all of the items above, but our desire to discuss and explore new ideas, policies and approaches is what generated this letter. The thread that runs through all of our proposals is a desire to reinvigorate the Division, to build its capacity to act on behalf of those we are mandated to serve, and to build and nurture a sense of mission among ourselves and our co-workers.

We would welcome the opportunity to discuss these and other ideas with you in whatever manner seems most appropriate. Meetings on a Region or District Office basis, an e-mail discussion, or other types of interchange would be of interest to us. We wish you luck in guiding the Division in this new era and we want to assure you of our desire to be an active part of that process.

Signed,

Eric Berg, Associate Industrial Hygienist, Concord District Office  
Bill Biretta, Associate Industrial Hygienist, San Jose District Office  
Garrett Brown, Associate Industrial Hygienist, Oakland District Office  
Vic Doromal, Associate Safety Engineer, Foster City District Office  
Susan Eckhardt, Associate Industrial Hygienist, San Jose District Office  
Michael Fry, Associate Safety Engineer, San Francisco District Office  
David Gerlach, Associate Industrial Hygienist, San Francisco District Office  
Cora Gherga, Associate Industrial Hygienist, Foster City District Office  
Deborah Gold, Associate Industrial Hygienist, Foster City District Office  
Mark Harrington, Associate Industrial Hygienist, Santa Rosa District Office  
Santokh Kahlon, Associate Safety Engineer, Oakland District Office  
Barbara Kim, Associate Industrial Hygienist, Oakland District Office  
Chris Kirkham, Assistant Industrial Hygienist, Foster City District Office  
Xiaomei Ma, Associate Industrial Hygienist, Oakland District Office  
Sam Phillips, Associate Safety Engineer, Oakland District Office  
Scott Pianalto, Associate Industrial Hygienist, Oakland District Office  
Dawn Schaniel, Associate Industrial Hygienist, San Jose District Office  
Chris Wing, Assistant Industrial Hygienist, Oakland District Office  
Sigrid Wynne-Evans, Associate Industrial Hygienist, San Jose District Office

**APPENDIX B**

**LOCAL OFFICE MEETING OUTCOME FORM**

Office: \_\_\_\_\_ Date of Meeting: \_\_\_\_\_

# of Participants: \_\_\_\_\_ # SE \_\_\_\_\_ # IH \_\_\_\_\_ # Support Staff \_\_\_\_\_

Please list the issues your office has prioritized as most important to improving the ability of Cal/OSHA to fulfill its mission:

First Priority Issue: \_\_\_\_\_

Second Priority Issue: \_\_\_\_\_

Third Priority Issue: \_\_\_\_\_

Please list any new issues or ideas contributed by your office:

New Issue: \_\_\_\_\_

New Issue: \_\_\_\_\_

New Issue: \_\_\_\_\_

Please list any "Quick Fixes" your office feels could be implemented to improve Cal/OSHA that are not dependent on budget or collective bargaining outcomes:

Quick Fix 1: \_\_\_\_\_

Quick Fix 2: \_\_\_\_\_

Quick Fix 3: \_\_\_\_\_

Please list your office's representatives to a regional meeting:

Safety: \_\_\_\_\_

IH: \_\_\_\_\_

Support Staff: \_\_\_\_\_

## APPENDIX C

### EGIP Regional Meeting Outcomes

#### REGION I

##### Priority Issues

- Increased staffing in all Division units particularly compliance, consultation, High Hazard, Legal, Medical, Research & Standards, Special Studies and administrative.
- Increased technical resources for local offices: field equipment, computers, communication equipment, libraries, reference materials and a competent IH analytical laboratory.
- Pay parity between industrial hygienists and safety engineers; increased pay for administrative staff to match their actual work responsibilities.
- Better training for new hires, administrative staff; ongoing training for field personnel to include “mission-building” activities and professional development.

##### Quick Fixes

- Change the IH analytical lab contractor and/or let multiple contracts for lab services.
- CALICO to conduct a “needs assessment” survey of field personnel to determine which equipment is actually used and needed by staff.
- Review of forms in use with goal of eliminating useless or duplicative forms and streamlining those that remain.
- Acquire electronic or hard copies of ANSI standards - particularly those referenced in Title 8 – for each district office.
- Secure temporary clerical help to fill in for temporary vacancies and periods of significantly increased workloads.
- Regional Manager/Deputy Chief to hold quarterly meetings in each district office to improve two-way communication.
- Issue a single, professional-looking identification badge/credential and ensure that all field personnel have one.

#### REGION II

1. More compliance staff, safety engineer in field offices, and increase office staff to better handle increased paperwork.
2. Need additional cross training on hazard recognition to allow for proper referrals by the opposite discipline.
3. Eliminate Industrial Hygienists (IHs) performing pure safety work, such as tower crane inspections.
4. Design all P&P forms in single format through out state : e.g. Word format (excluding IMIS) to allow access to all computer systems used in state (offices PCs, laptops, remote access).



5. Provide far more training to new compliance officers, 4 – 6 months in field with accompanied inspection in different districts and different industries.
6. Revise Operation Procedure “A” section of our P&P.
7. Have more computer training and workshops in better uses of computers in making inspections and information retrieval.
8. Have Regional and District meetings to develop and keep communications open between management and working staff.
9. Have occasional meet and visit with Chief and Deputies.
10. Reevaluate office support staff classifications- having to deal with PCs, laptops, digital cameras, etc.
11. IMIS coordinator position should be upgraded to programmer.
12. Upgrading of ID badges and have single statewide standard (same with business cards).
13. Re-evaluate informal complaints letter and refer them to consultation.
14. Provide ergonomics training to all staff and provide ergonomically designed furniture.
15. Provide the pay increase to inspectors who are using bilingual skills, for helping with interpretations or translations. Several instances where employees have passed the exam and still are not being paid.
16. Legal staff is too quick to settle and does not pursue the citations, many times without consulting the Inspector.
17. Legal staff is not cross-trained in the work being done in the field and how the safety order applies to this work. The legal staff needs to go out in the field with an inspector on inspections several times a year to better see and understand what the hazards are.
18. Total lack of support for the field person by administration.
19. Lack of emphasis on professional certification.
20. Absolutely no top management support or direction in the everyday performance of compliance duties.
21. Belief that the Chief does not recognize or respect the field staff as Law Enforcement Personnel (we are sworn-in law enforcement officers).
22. In Region II, management never gets vital information distributed to the staff in a timely manner.
23. There is absolutely no Direction or Support given personnel from the Deputy Chief of Field Operations (feel that he knows nothing of safety or cares about the work being done).
24. Promotional exam have been “ass kissing” propositions, instead of sound exams to find qualified individuals.
25. No hiring of safety engineers in the past 4 years to fill many vacancies. IH's are being hired at associate level, why not the safety engineers? (70% of the work being done in enforcement is safety).
26. The Fresno office is not user or business friendly, need to be moved.
27. We do not have the field equipment to do adequate evaluations (sound meters, combustible gas meters, etc. to be carried in the field at all times).
28. There has been no mechanism to recognize employee good work (only letter of dissatisfaction of employees without investigation or substantiation).
29. Off the wall derogatory comments made by management when addressing various situations.

## **REGION IV**

### **Priority Issues**

- Centralized complaint and accident intake phone system integrated with the District office voice mail system. Region IV is currently implementing such a system called "The Merlin Legend System."
- Administrative letters should be used for minor accidents that meet the reporting requirement as well as for minor, non-serious formal complaints.
- Data entry redundancy elimination and paperwork reduction.
- Increase of staffing at all levels.
- Update of the Administrative P&P and training on new P&P for office support staff.
- Improve availability of field equipment.
- Improve security both in office and in the field.
- Improved coordination and cooperation of compliance efforts between Cal/OSHA and other enforcement agencies.

## **SACRAMENTO AND SAN DIEGO AREA OFFICES (CONSULTATION)**

### **Priority Issues**

- Consultation does not have enough senior industrial hygienists and safety engineers to support field operations. Consultants need to be able to get timely answers to technical questions.
- Hiring of new IH and SE takes way too long. Qualified applicants must wait too long to fill vacancies.
- Pay parity for IHs and SEs.
- More office support staff is needed to support field operations.
- More field staff is needed to adequately answer telephone queries. The Technical Support 800 number needs to be adequately staffed.
- Newly hired consultants need a better understanding of Cal/OSHA compliance policies and procedures. Perhaps new consultants need to spend a minimum of two years in compliance first.
- Better understanding of employee expectations particularly with respect to the quantity/quality dichotomy.

### **Quick Fix Issues**

- Organize meetings between Compliance and Consultation staffs to communicate concerns and coordinate efforts.
- Co-locate area offices with compliance regional offices to improve coordination.
- Develop a system for cataloguing and distributing formal and informal "letters of interpretation."
- Provide digital cameras and a CD storage system for field staff.

- Provide timely updates to Title 8.

### **Other Issues**

- Many callers complaining about difficulties with using the automated 800 hotline.
- Better marketing of Consultation services (assuming increased staffing of offices occurs to handle increased demand).
- Identification badges/cards for consultants.

## **HEADQUARTERS**

### **Priority Issues**

- An informal bulletin board for employee postings
- A better building directory
- Quarterly employee meetings with management
- Employee recognition program
- Job cross-training for advancement and coverage during vacations.
- Improve quality of life in cubicles: pictures, colors, posters, etc.
- Stairway at main entrance (Golden Gate Avenue) needs middle railings.
- Pay parity for industrial hygienists and safety engineers.

### **Other Issues**

- Encourage mentoring by staff willing to share knowledge and skills.
- Provide outservice training for supervisors in interpersonal relationships, harrasment/discrimination and personnel law.
- Establish a viable upward mobility process, feasible duty statements and use promotional guidelines fairly.
- Keep employees informed of progress through regular meetings which provide constructive criticism rather than negative feedback.

## **HIGH HAZARD UNIT**

### **Priority Issues**

- Implement reverse performance evaluations: Let employees evaluate supervisors.
- Increase staffing.
- Improve interagency coordination.

### **Other Issues**

- Participation of all support staff in staff meetings.
- Annual regional conferences for all staff.

## **MINING AND TUNNELING**

### **Priority Issues**

- Increased staffing both for field work and office support. Medical Unit full staffing.
- More useful computer equipment: Laptops that can process IMIS and other forms and can effectively communicate with office servers.
- New hire orientation training program. Appeals training for new hires.
- Reduction in superfluous forms: Less paperwork and more field work.
- An IH lab that can better serve the specific needs of M&T. Calibration and training on field equipment.
- A new administrative P&P and more training for office support staff.
- Greater flexibility in overtime rules for M&T long distance travel needs and job scheduling.

### **Quick Fixes**

- Access to ANSI, SAE and other referenced standards.
- Directory of DOSH specialists, e.g. structural engineering, electrical, etc.
- Directory of who does what in HQ and how to reach them: Purchasing, TECs, etc.
- Easier rules for increased lodging cost reimbursement in Bay Area counties.

### **Other**

- DOSH ombudsman to facilitate problem resolution for staff particularly with HQ-related administrative snafus.
- Greater communication between field staff and Chief.
- More stress placed on pre-job safety conferences with employers.
- Better administrative support from HQ. Language difficulties of HQ staff cause significant communication problems.