



## *From the Deputy Assistant Secretary...*



### **DOE Electrical Safety Performance**

*Frank Russo,  
Deputy Assistant Secretary,  
Office of Corporate  
Performance Assessment*

The Department of Energy (DOE) had two serious electrical accidents this past year leading to Type A accident investigations. In one case, an apprentice lineman was electrocuted while removing grounds on a Western Area Power Administration transmission line. In the other, a technician was seriously burned from an arc flash as he was installing a circuit breaker at the Stanford Linear Accelerator.

Electrical safety mishaps continue to present serious risks to workers across the DOE complex. Since the early 1990s, DOE averaged between two and three reportable electrical occurrences per week. The CY 2004 rate of electrical occurrences is higher than recent years. These occurrences caused numerous shocks and burns. Electrical safety occurrences also comprise the largest portion of near-misses experienced by DOE contractors.

Half of the electrical occurrences result from work performed by electricians and other trained elec-

trical workers. Common causes are: misunderstanding circuitry and electrical hazards, failure to stop work when unexpected hazards were found, lockout/tagout mistakes and violations, failure to perform zero-energy checks, and working on energized equipment without proper authorization and personal protective equipment.

The other half of electrical occurrences, those involving non-electrical workers, comprise electrical intrusions (excavation, cutting and drilling activities near energized power sources), vehicles and heavy equipment contacting overhead power lines, and workers exposed to unsafe conditions from electrical power sources and equipment. Common causes for electrical intrusions are: missing and inaccurate as-built drawings, work performed beyond the limits of locator surveys, and procedure violations. Failures to address the risk from

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# The 2004 Annual DOE VPP MEETING

Las Vegas, Nevada was the location of this year's annual DOE-VPP program meeting. The meeting was held on August 31, 2004 in the MGM Grand Hotel and Conference Center in conjunction with the 20<sup>th</sup> Annual VPPA Conference and Exposition. Close to 120 federal and contractor personnel representing most of the 23 DOE-VPP sites were in attendance.

This year's meeting attendees had the opportunity to hear from a variety of speakers that included Frank Russo, Deputy Assistant Secretary Office of Corporate Performance Assessment, Chip Lagdon, Director of Quality Assurance Programs and David Smith, DOE-VPP Headquarters Team Leader. New for this year's meeting was the addition of two guest speakers, George Jackson, Vice President of Fluor Hanford, Incorporated and Shane Bush, Advisory Engineer, BWXT-Idaho.

Remarks made by Mr. Russo, Mr. Lagdon and Mr. Smith reiterated the vital role VPP has played and continues to play in the safety and health of the DOE community and to workers families directly and indirectly involved with DOE sites. In each of their presentations, Mr. Russo, Mr. Lagdon and Mr. Smith praised the outstanding work the sites have been doing in protecting their workers but also noted that the sites must continue to seek ways to build upon their successes, improve in areas of weakness and continue to share their best practices with each other. They also noted that their goal is to continue to expand the program and ultimately have senior DOE managers endorse the

VPP program in ways similar to the endorsements made by the Secretary of Labor Elaine L. Chao and Assistant Secretary of OSHA John L. Henshaw.

George Jackson attributed many of his site's successes to its involvement with the VPP. He stated that although Fluor Hanford initially was assessed at the Merit level, within 6 months the site achieved STAR status. Keys to reaching STAR recognition included the Union Safety Rep Program, improved manager/labor relations and building and maintaining a trust relationship between management and labor. As stated by Mr. Jackson, "The real benefit of VPP is for workers to come to work, do their work, and return home safely."

Shane Bush presented an overview of the Idaho National Engineering and Environmental Laboratory's (INEEL) Human Performance Improvement program. INEEL's Human Performance Improvement Program is based on the Institute of Nuclear Power Operation's (INPO) training program designed to proactively prevent occurrences triggered by human error. Mr. Bush's presentation was an abbreviated version of a workshop he conducted during the VPPA conference. During his presentation he highlighted the five principles of Human Performance Improvement. The Human Performance Improvement principles are: (1) People are fallible; (2) Error-likely situations are predictable, manageable and preventable; (3) Individual behavior is influenced by organizational processes and values (4) People achieve high levels of

performance based largely on the encouragement and reinforcement received from leaders, peers, and subordinates; and (5) Events can be avoided by understanding the reasons mistakes occur and applying the lessons learned from past events. For more information about the INEEL Human Performance Improvement program please "Human Error and How to Prevent Them" in the summer 2004 issue of the StarBurst.

## THE 2004 DOE -VPP "Star of Stars" AWARDS CEREMONY

New to this year's annual awards ceremony were the addition of one new site award category and the recognition of the DOE's oldest VPP site. As the tradition continues, the 2004 DOE-VPP "Star of Stars" Awards Ceremony was held in conjunction with the annual DOE-VPP participants meeting.

The DOE Star of Stars Awards Program now has three categories of site-level awards: the Superior Star Award, the Star of Excellence Award and now the Legacy of Stars Award. The Superior Star Award is given to those sites that have demonstrated better performance than required for Star level recognition. The Star of Excellence Award is given to those sites that have demonstrated outstanding performance compared to other DOE-VPP sites. The Legacy of Stars award is awarded to a site(s) that has been a star site for at least 4 years and has gone through at least 1 recertification as a STAR and continues to participate in community outreach programs.

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## Remembering the 20<sup>th</sup> Annual National VPPPA Conference

By Adele McCormack

The Voluntary Protection Programs Participants' Association (VPPPA) celebrated its 20th anniversary at this year's Annual National Conference at the MGM Grand Hotel in Las Vegas, Nev., August 30 – September 2, 2004. Initial feedback suggests that it was a great conference, offering a wide range of interesting topics for first-timers to veterans of the Voluntary Protection Programs (VPP). The general sessions and workshops were full, and, according to several participants, the audiences were engaged and the networking opportunities were fantastic.

The un-audited attendance figures indicate that approximately 2,500 members, nonmembers, government representatives, speakers and exhibitors participated in this celebratory conference. The ratio was approximately 80 percent members to 20 percent nonmembers. Representatives from more than 600 sites gathered in Las Vegas to share innovative and creative safety and health ideas, stay on top of key issues and find ways to make the most of their safety, health and environmental programs.

Accelerated Development Systems Inc. (ADSI), a Houston-based company specialized in personnel training and development to reduce human errors, was one of the exhibitors at this year's conference.

"ADSI's experience at the 20th Annual National VPPPA Conference was excellent," said Steve Williams, president, ADSI. "The National Office team did a great job in



VPPPA Chairperson June S. Brothers addresses attendees during VPPPA's Annual Meeting of the Membership

organizing the largest conference ever, and it went off without a hitch. Our company presented two workshops and we exhibited in the expo. Approximately 250 people attended the first workshop in a room with seating for 220; it was really well received. And at the booth, we collected 163 requests for more information about our training services. The experience was outstanding."

On Sunday, registration opened and three eight-hour Skill Builder Workshops and two four-hour Members-Only Workshops were held. The workshops were filled to capacity, covering a wide range of topics, including: *Mediation and Problem-Solving - Who Needs it? (You Do)*; *People-Based Safety: The Human Dynamics of Injury Prevention*; *VPP Application Workshop*<sup>®</sup>; *Street Smarts: Techniques and Countermeasures for Personal Safety*; and *Strengthening Star Quality Workshop*. These workshops provided pre-registered atten-

dees more ways to expand their knowledge and earn the continuing education credits needed to maintain designations.

For the second year in a row, the Annual Meeting of the Membership was held on Monday morning, beginning at 10:00 am. As a member-based association, participation in this meeting is a key feature in keeping the members informed. Members heard about the newest initiatives and pertinent issues of the Association. In addition, this meeting afforded members the opportunity to nominate individuals from the floor for open positions on the VPPPA Board of Directors. This was not the case in 2004, as the slate of candidates was approved by acclamation.

June Brothers, VPPPA's chair for the past five years, stepped down after two and a half terms. "I have found my VPPPA experience to be extremely rewarding," said Brothers, looking back on her years of volunteer service. "I encourage you [the members] to participate and get involved."

It came as a shock to many people when Paul M. Villane, CSP, OHST, VPPPA's executive director since January 2002, announced his retirement during the opening session. His contributions to the Association as committee member, chapter chair, national board member, treasurer, vice chair and executive director have been instrumental in propelling the VPPPA into a position of strength for future success and growth.

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# VPP ACHIEVERS: A Salute to INEEL Volunteers



Many of you may have seen all those red shirts from Idaho at the recent National VPPPA Conference. What you didn't see were the hundreds, even thousands of hours of volunteer work done by employees at the Idaho National Engineering and Environmental Laboratory (INEEL) each year to continually maintain their Star VPP program. To the employees of the INEEL those shirts, purchased with their own money, symbolized their personal dedication, pride and ownership in safety.

As INEEL employees we are continually asked how we do it – how do you develop and maintain quality safety programs and such a wide variety of activities; especially in times of such limited funding?

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## VPP ON A BUDGET . . .

The INEEL's conference workshop entitled "VPP on a Budget," was one of the many workshops offered at the conference. In this workshop INEEL employee safety team members discussed how they successfully implemented the VPP program. The discussion was particularly centered around doing more with less money, utilizing volunteers, and R&D – better known as ***rip-off and duplicate***. The main topics of the workshop are outlined below.

The utilization of effective planning essentials is key to effective safety team implementation of VPP program elements. The INEEL's employee safety team identified four essential planning steps:

1. **Define what needs to be accomplished** (goals and objectives, desired outcomes, etc.).
  - a. The vision, goals and objectives are all essential elements of a successful VPP program.
  - b. Ensure your vision, goals and objectives are measurable, achievable, and add value.



**Choose to Be a Star**

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# ORISE First DOE Site in Tennessee to Receive Prestigious Safety Award

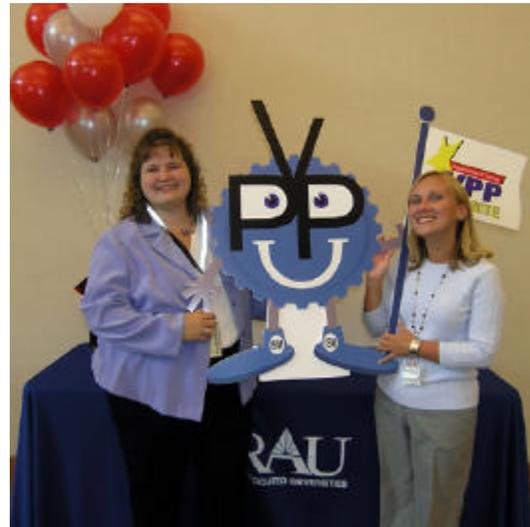
On August 9, 2004, more than 300 Oak Ridge Associated Universities (ORAU) employees, DOE officials, Oak Ridge Mayor David Bradshaw and U.S. Congressman Zach Wamp, gathered in Pollard Technology Conference Center as Oak Ridge Institute for Science and Education (ORISE) was recognized as a VPP Star Site.



ORISE became the 21st DOE site nationwide and the first DOE site in the State of Tennessee to receive this prestigious award for occupational health and safety programs. Pictured with the VPP Star Site flag are (L to R) U.S. Representative Zach Wamp; Oak Ridge Mayor David Bradshaw; Environment, Safety and Health Director **Bob Karpolka**; Radiological Safety, Assessments and Training Program Director **Eric Abelquist**; Department of Energy (DOE) VPP Coordinator David Smith; DOE-Oak Ridge Operations Manager Gerald Boyd; and ORAU President **Ronald Townsend**.



“This award speaks volumes about ORAU and how it manages the Oak Ridge Institute for Science and Education for DOE,” said **Congressman Zach Wamp**. “It shows that



ORAU values its workers’ safety and health and the cooperative approach that is needed to ensure a safe work environment.”



“In the past few years, ORISE has demonstrated that VPP works,” said DOE **Oak Ridge Operations Manager Gerald Boyd**. “Since the year 2000, we’ve been watching ORISE’s lost workday rates and accident rates steadily fall. By the year 2002, ORISE was able to record a complete calendar year with ZERO lost workdays due to safety.”

“Through VPP, we have gone from zero accidents by chance to zero accidents by choice,” said ORAU President **Ronald Townsend**.

ORAU/ORISE employees celebrated the accomplishment at a special event—complete with music, delicious cakes, tea and VPP giveaways— and ORISE received a VPP plaque and flag to mark the momentous occasion.

# VPPPA National Board Appoints New Executive Director

WASHINGTON – Raymond Davis Layne, well-respected Occupational Safety and Health Administration (OSHA) official, was named executive director of the Voluntary Protection Programs Participants' Association (VPPPA) with a mid-January start date. With safety and health experience reaching back to the U.S. Army Material Command Field Safety Agency in 1967 and as part of OSHA since 1971, Mr. Layne is uniquely destined for this position.

Joining OSHA in 1971 as a compliance officer in Houston, Mr. Layne soon became an area director, deputy regional administrator, OSHA regional administrator and finally deputy assistant secretary for OSHA in 1991. Focusing primarily on OSHA's regional operations, in addition to national compliance assistance activities and construction programs, as deputy assistant

secretary, Mr. Layne also served the Agency as acting assistant secretary of Labor for OSHA for the first eight months in 2001, where he managed the day-to-day operations of the Agency and its nationwide staff of more than 2,200 employees.

“As a long time supporter and promoter of OSHA's Voluntary Protection Programs, I have seen the great positive impact on workplace safety and health they have had since being established in 1982,” said Layne. “I have participated in many VPP activities over the years and have always been pleased with the cooperative efforts among labor, management and government to achieve safety, health and environmental excellence.”

“I look forward to both the benefits and challenges of growth within the Association as OSHA's newest programs, along

with new initiatives from state-plan states, the Department of Energy and the Environmental Protection Agency, are implemented,” added Layne.

Ready for the new challenge, Mr. Layne succeeds safety and health veteran Paul M. Villane, CSP, OHST, who retired his position as executive director of the VPPPA in September after nearly 3 years. Mr. Villane had been a member of the Association for many years in various positions and has made a lasting impression.

The VPPPA, a nonprofit 501(c)(3) charitable organization, is a leader for safety, health and environmental excellence through cooperation among communities, workers, industries and governments. In existence since 1985, the VPPPA is a forerunner in the evolutionary relationship between government, labor and industry in the United States.

## How much is DOE-VPP worth in \$ saved?

Two years ago, the Department's formal assessment of the value added by VPP using methods that are consistent with the analyses used by OSHA and private sector companies showed that VPP directly resulted in an annual cost avoidance of over **\$250,000** per site.

Using this figure, one can calculate that the twenty-three (23) current DOE-VPP “Star” sites are collectively saving the Department **\$5,750,000 per year** by their active participation in VPP!



# ELECTRONIC – VOLUNTARY PROTECTION PROGRAM SYSTEM PHASE II ROLLS OUT



The Office of Environment, Safety and Health (EH) is pleased to announce the completion of Phase II of the Electronic-Voluntary Protection Program System (e-VPP).

Starting in December 2004 overall oversight, hazard identification and

correction, (part of the required annual self-evaluations). These products will also ensure improved support to the field elements by making requirements much easier to fulfill. Phase II enhancements will save approximately 75% of the process-

ing time to prepare and mail a paper document to headquarters.

The on-line self-evaluation/annual report function incorporates several features that will greatly simplify

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*From the DAS (continued from page 1)*

raised truck beds and booms, along with deficiencies in the use of spotters, contributed to vehicles contacting overhead power lines.

Measures to prevent electrical safety incidents and near-misses during the performance of electrical work include walk-downs of the jobs prior to performing work, independent verification of lockout/tagout, and reevaluation of electrical conditions as D&D progresses. Procedures and training should insist that zero-energy checks be performed and that work be stopped when unexpected electrical hazards are found. And particularly in light of the recent Stanford Linear Accelerator accident, the arc flash protection requirements of the 2004 version of NFPA 70E need to be fully implemented.

To prevent electrical intrusion occurrences, reliable utility locator surveys need to be performed and the limits of these surveys must be recognized and factored into the work planning. Hand excavation rather than that by heavy equipment should be performed in close proximity to expected utilities. Digging, drilling and cutting should be done soon after surveys are performed, and go no deeper than

required. Appropriate PPE should be worn when there is uncertainty about the existence and location of energized power lines.

To prevent vehicles and heavy equipment from contacting power lines, overhead hazards need to be evaluated along all routes and also the potential effects from raised booms, truck beds and other configuration changes that could occur during the job. An adequate number of spotters must be assigned for the entire job, not just the site-entering phase. Good communication between the spotters and drivers/operators must be ensured for all phases of the work.

In recognition of the serious and recurring nature of DOE's electrical occurrences, Deputy Secretary Kyle McSlarrow launched a DOE-wide Electrical Safety Campaign with a videoconference between headquarters and site managers in April 2004, and declared May as DOE's Electrical Safety Month. The goals of the campaign are to significantly improve electrical safety performance by May 2005, and to share best practices.

As part of the campaign, Secretarial Officers directed their sites to

evaluate electrical occurrences and to develop improvement plans. Included in many of the plans are actions to address the new arc flash protection requirements of NFPA 70E and DOE's new and expanded *Electrical Safety Handbook*. Secretarial Officers are monitoring electrical safety performance and will be sharing lessons-learned and best practices as they are identified.

The Campaign's website (URL: <http://www.eh.doe.gov/paa/electrical.html>) presents the directives and plans discussed above, along with lessons-learned reports and presentations that should be useful references for improving electrical safety performance. Among the new electrical safety products are a series of *Just-In-Time* reports. These two-page documents inform work planners and workers about specific safety issues related to work on the floor.

In our continuing efforts to raise awareness about electrical safety at the Department, I encourage all VPP participating sites to continue to share their electrical safety best practices with the entire complex. Sharing your successes is critical to the DOE as a whole so that this information can be used to prevent electrical occurrences.

To read the April 2004 Electrical Safety Operating Experience and Lessons Learned Report please visit:  
[http://www.eh.doe.gov/paa/reports/Electrical\\_Safety\\_Report-Final.pdf](http://www.eh.doe.gov/paa/reports/Electrical_Safety_Report-Final.pdf)

# DOE Human Performance Improvement Workshop

“Zero events through excellence in human performance” - that was the theme of the October DOE workshop on Human Performance Improvement (HPI). Over 50 DOE and DOE contractor personnel joined together at DOE’s Germantown, Maryland complex to learn the principles and techniques for achieving event-free performance. Participants in the train-the-trainer portion of the workshop included representatives from:

- Bechtel, NV
- BWXT Lynchburg
- CMH2Hill Hanford
- Energy Technology Center, EG&G
- Fermilab
- Fluor Hanford
- Knowles Atomic Power Laboratory
- Los Alamos National Laboratory
- Oak Ridge National Laboratory
- Oak Ridge Y-12
- Pacific Northwest National Laboratory
- Idaho National Engineering and Environmental Laboratory
- Strategic Petroleum Reserve
- Westinghouse Savannah River Corporation
- Yucca Mountain Project

DOE’s Office of Environment, Safety and Health, Office of Facility Safety (EH-2) sponsored the workshop as part of the DOE agreement with the Institute of Nuclear Power Operations (INPO). Several DOE sites requested that DOE provide INPO training in HPI, viewing HPI as the “next step” toward improvement, based on earlier successes with Integrated Safety Management, Enhanced Work Planning, Behavior Based Safety, and the Voluntary Protection Program.

In August 2004, organizations requesting HPI training were invited to submit nominations for an October HPI workshop. Over 50 nominations were received for 25 train-the-trainer slots. Each requesting organization was awarded at least one slot for the October workshop, and a second workshop will be held in early 2005.

HPI is fundamentally about reducing errors and managing defenses. Striving for excellence in human performance is an ongoing effort to reduce events caused by human error, which is caused by a variety of conditions related to individual be-

havior, management and leadership practices, and organizational processes and values. Behaviors at all levels need alignment to improve individual performance, reduce errors, and prevent events. Alignment involves facilitating organizational processes and values to support desired behavior.

This “new view” of human error is, in fact, the result of some 50 years of experience and research into the behavior of human beings in complex systems. The “old view” that still persists in many organizations is that “our complex systems are just fine; they need to be protected from unreliable people.” The new view, the one adopted by the commercial nuclear power industry and now being adopted by the medical profession to reduce operating room errors, is that “errors are the inevitable by-product of people doing the best they can in

systems that themselves contain multiple subtle vulnerabilities; systems where risks and safety threats are not always the same; systems whose conditions shift and change over time.”<sup>1</sup>

The principles of Human Performance Improvement are few in number, simple in concept, yet profound in the improvements in safety and quality their implementation can yield.

1. People are fallible, and even the best make mistakes.
2. Error-likely situations are predictable, manageable, and preventable.
3. Individual behavior is influenced by organizational processes and values.
4. People achieve high levels of performance, based largely on the encouragement and reinforcement received from leaders, peers, and subordinates.
5. Events can be avoided by understanding the reasons mistakes occur and applying the lessons learned from past events.

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the report preparation and submittal process:

- Online completion and submission capability
- Incorporates an "update" feature for saving each session's information allowing the user to complete the report over a period of time
- Enables portal creation for users coupled with a secure socket layer capability. This allows the Site Coordinator to create a unique site identifier and personal password
- Capability for DOE-VPP Site Coordinator to assign responsibility for completing report ele-

ments or sub-elements to other individuals. Provides overall project status charts for easy tracking of progress on assignments.

- Standardized application format with accompanying guidelines for each sub-element
- Screen enlarge feature for ease of information entry
- Convenient uploading feature for files and URL addresses relative to each sub-element. Provides capability for easy administrative management (e.g., editing, deleting, or updating functions) of uploaded information.
- Built-in calculator for computing recordkeeping statistics

- Editing capability before final submission
- Automatic e-mail alerts from participating sites and reviewing offices which includes capability to reply to comments and/or append additional material
- Dated action tracking history
- Report printing feature
- Easy to access help menus for each section

For additional information about the e-VPP system or if you have questions or comments, please feel free to contact the DOE-VPP team at 301.903.4669.

## Invitation to Nominate Participants for the DOE Human Performance Improvement Workshop

You are invited to submit nominations for participation in a Human Performance Improvement (HPI) Workshop to be held in Las Vegas, NV the week of February 14, 2005. This workshop is being held in response to interest by DOE sites and laboratories in implementing Human Performance Improvement Programs patterned after the highly successful HPI initiative that is a principle element of the commercial nuclear power industry continuous improvement strategy.

The first DOE HPI Workshop was held in October, 2004. Over 50 nominations were received for the 25 available train-the-trainer workshop slots. Due to the response to the October workshop and the level of interest in HPI, the Office of Environment, Safety and Health (EH) has decided to sponsor additional training workshops in calendar year 2005 to promote education and awareness of HPI principles, tech-

niques and management strategies.

Human Performance Improvement is fundamentally about reducing errors and managing defenses. Striving for excellence in human performance is an ongoing effort to significantly reduce events caused by human error. Human error is caused by a variety of conditions related to individual behavior, management and leadership practices, and organizational processes and values. Behaviors at all levels need alignment to improve individual performance, reduce errors, and prevent events. Alignment involves facilitating organizational processes and values to support desired behavior.

The Institute of Nuclear Power Operations (INPO) document Principles of Excellence in Human Performance (attached)

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**Remember**

- Goals and objectives are the driving force behind demonstrating continuous improvement and actually improving.
- Vision is the reason for making the journey.
- Goals are the desired point of completion.
- Objectives are the route and means of travel to accomplish the journey.

**2. Identify available resources**

- Funding – Not your most valuable resource, get over it.
  - People.
  - Individual talents – this is what really counts.
  - Work skills.
  - Organizational resources, such as safety, management champions, crafts.
- Workplace resources.
  - Printing, writers, photographers, graphic arts, safety professionals, conference rooms, AV equipment, break rooms/cafeteria.
- Community Resources.
  - State police, local police, fire department, search and rescue, hospitals, doctors, ambulance services, life flight, Health Department, EPA, fitness clubs, health stores, etc.
- VPP resources (**R&D – rip-off and duplicate**).
  - Always remember that you're not the only one trying to do this.
  - Many companies love to share their ideas and successes.
  - Use what's already been developed and proven.

**3. Define activities**

- Activities must be tied to goals and objectives, focused on behaviors and should utilize available resources as much as possible.
- Activities should be tied together organizationally and build from previous and ongoing activities.

**4. Measure success**

- It is important to not only measure success, but to also communicate status to employees.

**And remember . . .**

- Don't be afraid to ask.
- Let others help (R&D).
- Don't reinvent programs/activities
- Look outside your company, especially to other Star sites.
- Tie to other company program and activities.
- Identify and utilize available resources – both internally and externally.
- Make it unique, make it fun and if you feed them they will come.

***But most of all – It doesn't have to cost a lot to be effective . . .***

DOE Human Performance Workshop (continued from page 8)

“Knowledge and error flow from the same mental sources,” observed physicist Ernst Mach. “Only success can tell the one from the other.” Improvements in successful performance have been gained in the commercial nuclear

industry using the knowledge of HPI. These same principles and techniques are being used in medicine, the U.S. Navy, the U.S. Coast Guard and private industry to prevent error and improve performance For more information

about the next HPI workshop, and about how to achieve error free performance in DOE, contact W. Earl Carnes at [earl.carnes@eh.doe.gov](mailto:earl.carnes@eh.doe.gov) or T. Shane Bush at [TB2@INEL.gov](mailto:TB2@INEL.gov).

This year, the opening session was action-packed. The Association awarded 10 deserving members for their outreach efforts and safety and health achievements, and Elvis and Marilyn Monroe impersonators performed and sang Happy Birthday for the Association's anniversary. They mingled with attendees during the break while the birthday cake was served, and the session commenced with an upbeat audience and two wonderful speeches.

Over the past years, many high-profile government representatives took the role of the keynote or featured speaker, addressing conference attendees at the opening session. This year, participants again heard from Assistant Secretary of Labor John L. Henshaw, Occupational Safety and Health Administration (OSHA), as the featured speaker. He congratulated the audience for demonstrating such commitment to safety, discussed OSHA's goal to grow VPP, covered the "3 C's" initiative and mentioned Ireland's VPP pilot as well as China's demonstrated interest in the program.



Attendees at Drebinger's session

Eric Bartsch, vice president, Golf Ball Manufacturing, Acushnet Company, provided the keynote address. Bartsch's site was the 1,000<sup>th</sup> VPP site. His presentation was titled, "Values and Perceptions:

Make Sure You're Really Saying What You Want People to Hear."



VPPPA Executive Director Paul M. Villane, CSP, OHST, announces his upcoming retirement at the Opening General Session

Approximately 300 people coordinated, moderated and presented the 112 60-minute workshops. Some of the favorite workshops were John Drebinger's "Effective Motivation & Communication Skills for Safety Professionals;" Bob Fitzgerald's and Stacy Gunderman's "Hazard Awareness – Instilling the 'Ah-Ha' in Your Employees;" Kevin Bailey's "The Kevin Bailey Story;" and Valero's "How We Regained the Star and What We Learned Along the Way." Year after year, workshops and networking are the top two reasons why the Association's national conference continues to draw so many people eager to learn and share their knowledge.

VPPPA's Expo 04 offered the biggest exhibit hall ever, overflowing with personal protection products, consulting services, monitoring and detection devices, promotional products and much more. There were 97 exhibitors, which shows a 36 percent growth from 2003. Attendees enjoyed visiting with 32 new exhibitors, viewing a greater variety of products and services than ever before.

Yet another new element at this year's conference was an additional

general session on Wednesday afternoon, which featured two favorite speakers, Scott Geller and Charlie Morecraft. Attendees felt strongly about this session and comments included: "The balance of the two makes the outcome exceptionally better"; "Two great guys together"; "Bravo"; "It's a personal story that hits home"; and "This was an excellent presentation of academic analysis of safety compared to the field wishers view of safety motivation."



Marilyn Monroe and Elvis Presley impersonators sing happy birthday to the Association

Attendees and more than 200 guests enjoyed the two receptions on Monday and Wednesday afternoon, VPPPA's 20<sup>th</sup> Birthday Celebration Reception and Grand Opening of VPPPA's Expo 04 and the Denim and Diamonds Reception respectively. Live entertainers included solo guitarist Scott Whitney, the Poe Boys and the Randy Anderson Band, who helped kick off the promotion for the 21<sup>st</sup> Annual National Conference to be held in Dallas, Texas.

Adding to the list of motivational and humorous speakers the conference has hosted over the years, Greg Schwem wrapped up the Closing General Session and Breakfast with a hilarious presentation about

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how funny business really can be. "Greg gave one of the funniest presentations we have ever seen," said Ron Chun, safety/environmental coordinator, Georgia-Pacific Corporation, Madera, Calif.

The National VPPPA Conference Planning Committee focuses on the mission of the conference, which is to provide a forum where workers, managers and occupational health and safety professionals from a gamut of U.S. industries can get together to network and share their ideas on the best safety, health and environmental practices and programs in the nation. "But more than that, it is also a means to restore commitments to one's industry and to each other as colleagues and professionals and to renew enthusiasm

for our work," said Rob Henson, 2004 Conference Planning Committee chair.

VPPPA's Annual National Conference is a meeting place for all companies interested in sharing innovative and creative safety and health ideas, staying on top of key issues and finding ways to make the most of safety, health and environmental programs.

From a meeting with 30 participants in 1984 to today's more than 2,400 attendees, VPPPA's Annual National Conference has become the focal point for top performing companies to exchange best practices in safety and health protection.

*This article was written by Adele McCormack, VPPPA conference & education director, and appears in*



Attendees enjoy the Denim and Diamonds Reception

*the autumn issue of The Leader. The Leader is the official magazine of the VPPPA. Inside, readers can find articles on the latest regulatory developments in the field of occupational safety and health, safety and health best practices, Association activities, educational and networking opportunities, as well as the latest VPP approvals.*

### THE SECRET REVEALED . . .

As highlighted in the INEEL's conference workshop, "VPP on a Budget," it's only through the voluntary efforts of employees and management commitment to the VPP Program that the INEEL has achieved and maintained a Star worthy program. **Volunteers?!** That's right – that's the secret to our success. The INEEL's workforce has so fully embraced VPP and its resulting safety culture that they've taken ownership. It's not DOE's program. Nor is it the company's program. ***It's the employee's program!***

With this strong sense of ownership comes pride and a strong desire for success. Our employees want to be involved and they want VPP to be successful. They continually volunteer their time, efforts, and resources to ensure the success of a **STAR** worthy VPP program at the INEEL. They truly have taken safety to the personal level.

So, a salute to those employees and managers at the INEEL who are actively involved in caring for their safety and the safety of their fellow employees. Without their **voluntary** efforts the INEEL would not be the shining "STAR" that it is today.



Invitation..... (continued from page 9)

characterizes the need for human performance improvement as follows:

*"Earlier attempts by the industry to improve human performance focused on results and individual behavior at the worker level, a characteristic response to human error that prevails today in many organizations. However, organization and management influences on human behavior are equally important but often overlooked or underestimated. Experience has revealed that most causes of human performance problems exist in the work environment, indicating weaknesses in organization and management. This by no means relieves individuals of their responsibility to work safely and reliably. However, to optimize successful performance at the job site, appropriate individual and leader behaviors must occur in concert with appropriate organizational processes and values. All three must work in unison during all phases of a task, from work identification through completion of documentation. Therefore, excellent human performance depends on the alignment of individual and leader behaviors and organizational processes and values."*

Through the agreement between DOE and INPO, several DOE sites requested that EH provide INPO assistance teams to conduct training in human performance improvement. These organizations expressed their interest in Human Performance Improvement as the "next step" toward continuous improvement based on earlier successes with initiatives such as Integrated

Safety Management, Enhanced Work Planning, Behavior Based Safety and the Voluntary Protection Program. The interest in Human Performance Improvement has grown to the point that the most cost effective way to respond to the expressed interest is to sponsor workshops to train personnel in the fundamentals and tools of human performance improvement.

The core of the workshop is a "train-the-trainer" session intended to provide experienced trainers with the knowledge and tools necessary to begin implementing human performance improvement programs at their sites and laboratories. The train-the-trainer session consists of two intensive days of HPI fundamentals conducted by Human Performance experts from INPO and the Idaho National Laboratory and a third day focusing on how to implement human performance programs. An important part of the implementation discussion addresses a DOE-wide community of practice through which DOE and DOE contractors can team to share knowledge, tools, effective practices and lessons learned to accomplish our common goals of reducing error and thereby improving safety and performance.

The February workshop will be hosted by the Yucca Mountain Project and will begin on Tuesday, February 15 and continue through Thursday, February 17. There is no fee for attendance. This workshop is sponsored by the Office of Environment, Safety and Health through the DOE agreement with INPO. Attendees will be responsible for travel and lodging. Due to the high demand for this training, we en-

courage you to respond indicating your interest as soon as possible. The maximum number of participants is 25. If the workshop is oversubscribed, we will strive to allocate participation equitably among those who express interest. We encourage you to nominate candidates who will have the responsibility and support from their organization to implement human performance improvement programs or who are authorized to evaluate and recommend to senior organization management whether implementation of such programs may be desirable in forwarding the organization's mission. The course is targeted to DOE contractors who manage laboratory and site operations. Each nominee should have the endorsement of the nominee's organization and nominations should be forwarded by an appropriate organization manager.

Please reply by January 3, 2005 providing the name, title, responsibilities and organizational affiliation of your nominee(s) to Mr. W. Earl Carnes, DOE INPO Coordinator and DOE Human Performance Lead. Contact information is provided below. If you wish additional information, please contact Mr. Carnes for further details.

**Contact Information:**

**W. Earl Carnes**  
**INPO Coordinator,**  
**DOE Human Performance Lead,**  
**Office of Regulatory Liaison (EH-21)**  
**U.S. Department of Energy**  
**1000 Independence Ave. SW**  
**Washington, D.C. 20585-0207**  
**phone: (301) 903-5255**  
**fax: (301) 903-6172**  
**earl.carnes@hq.doe.gov**



# Porcelain Press

## PNNL Recertified As DOE-VPP STAR Site!

After an intensive review involving walkthroughs of 10 major PNNL facilities and interviews with over 100 PNNL staff members, the DOE-VPP On-Site Review Team unanimously recommended that PNNL should continue to be considered a VPP STAR site. They concluded that PNNL provides a safe place for our staff to work and that our operations satisfy all of the DOE-VPP Tenets. They identified several strengths and best practices, and advised us that we have a number of areas where improvement could make things even better. (54696)

### Strengths

- PNNL has institutionalized a process for continuous improvement
- There is strong pervasive ownership of safety among staff members
- We have implemented effective self-assessment regimens

### Best Practices

- PNNL has a tradition of pioneering approaches and methods leading to excellence
- There has been significant investment in support tools
- The VPP Steering committee and senior management have engaged in "aggressive" communications in support of safety

### Areas for Improvement

- Some Safety and Health Representatives' workloads are high and may warrant assessment/adjustment
- The electronic support infrastructure (e.g., SBMS, IOPS, etc.) could be streamlined (6B705)
- The VPP Steering Committee should enhance the demonstration of the "value added" by VPP
- PNNL should simplify radiation control procedures and the processes for their application

## PNNL Blood Pressure Monitors — are they accurate?

Monitoring your blood pressure allows you to work with your physician to lower your pressure and attendant health risks, such as heart disease, stroke, and kidney failure. So, what do the numbers mean?

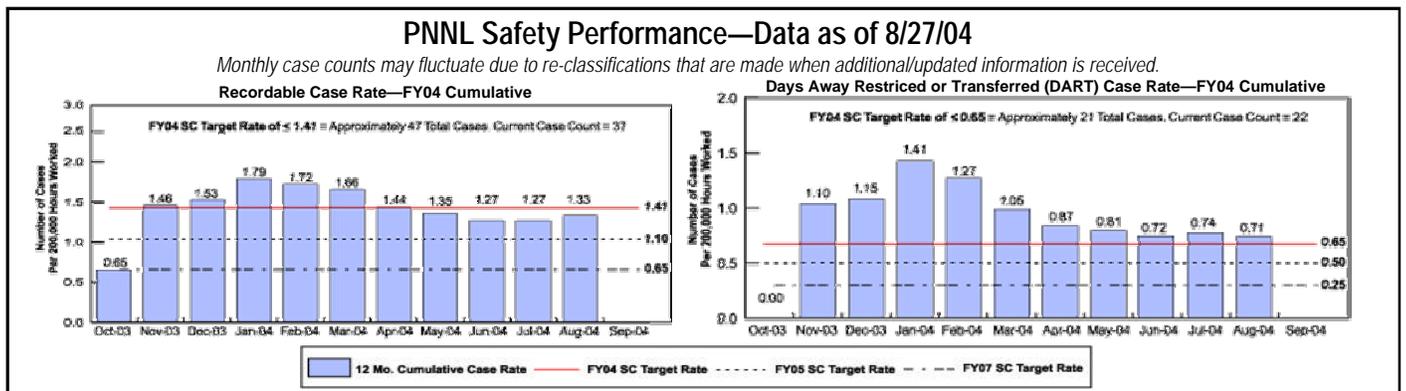
- ◆ **Systolic:** This top number measures the maximum pressure in your arteries as your heart beats. A reading of 140 or more indicates hypertension.
- ◆ **Diastolic:** This bottom number represents the minimum pressure in your arteries during the resting phase between heartbeats. A reading of 90 or more indicates hypertension.

Vita-Stat Model 90550 blood pressure units—located in various PNNL buildings—are available for staff use. We encourage you to use these units to monitor your blood pressure, and encourage you to contact your physician if you have consistent, elevated readings. These units:

- ◆ have a built-in automatic calibration check function that alerts the owner of calibration errors and the need for calibration
- ◆ use the same technology as the monitors used in critical care hospital units
- ◆ have accuracy equal to well-trained blood pressure technicians, according to independent research results (6B101)
- ◆ Meet the standards of the Association for the Advancement of Medical Instrumentation

If you have questions or concerns about PNNL's blood pressure monitoring units, contact your VPP Steering Committee representative.

**Flu shots begin  
October 4—  
Watch LabWeb  
for details**



# TRI-NATIONAL WORKING GROUP OF GOVERNMENT EXPERTS ON WORKPLACE SAFETY AND HEALTH

[WWW.NAALCOSH.ORG](http://WWW.NAALCOSH.ORG)

The North American Agreement on Labor Cooperation (NAALC) is a supplemental agreement to the North American Free Trade Agreement (NAFTA) signed by the United States, Mexico and Canada, which entered into force on January 1, 1994. The objectives of the NAALC are, among other things, to improve working conditions and living standards, to promote a set of guiding labor principles, and to encourage cooperation to promote innovation and rising levels of productivity and quality. The Agreement emphasizes cooperation through various means, such as exchanges of information, technical assistance and consultations, to achieve its objectives. The Agreement promotes compliance and effective enforcement by each Party of its labor law through oversight mechanisms.

Established under terms of the Agreement, the Commission for Labor Cooperation, consisting of a Ministerial Council and a Secretariat, is responsible for the implementation of the NAALC. Pursuant to the Agreement, each Party established a National Administrative Office (NAO) to assist the Commission.

Tri-National Working Group of Government Experts on Workplace

Safety and Health [Working Group Page](#)

As a result of their desire to strengthen labor relationships between their nations and to confirm their commitment to work collaboratively towards the shared NAALC objective to improve working conditions and living standards of all workers, the labor ministers established a Trinational Occupational Safety and Health Working Group of Government Experts. This Working Group is composed of government occupational safety and health experts from the three countries who have been tasked with discussion and review of issues raised in public communications, the formulation of technical recommendations for consideration by the governments, the development and evaluation of technical cooperation projects on occupational safety and health for improving occupational safety and health in the workplace, and the identification of other occupational safety and health issues appropriate for collaboration.

The Working Group will meet on an ongoing basis and is headed, with guidance from the NAOs, by the U.S. Assistant Secretary for Occupational Safety and Health, the Mexican Director General for Occupational Safety and Health, and the Director General of Operations

of the Labour Program of Human Resources Development Canada. The Working Group was initially established by U.S. Secretary of Labor Elaine L. Chao and Mexican Secretary of Labor and Social Welfare Carlos Abascal pursuant to a June 11, 2002 [Joint Declaration](#) that settled various public communications and an accompanying [Joint Statement](#). Canada subsequently joined in September 2002 to broaden the effort into a trinational group.

The Working Group had its first meeting on July 8 and 9, 2002 in Mexico City. It established technical expert subgroups to foster ongoing cooperation by the governments in four key areas of occupational safety and health: handling of hazardous substances; safety and health management systems and voluntary protection programs; training of technical assistance staff and inspectors (with the collaboration of the Mexican General Directorate of Federal Labor Inspection); and the development of a trinational web page for ongoing exchanges of information and good practices. A joint [news release](#) was issued on July 12, 2002 on the inaugural session of the Working Group. Stakeholder participation was established in March 2004 for representatives of employers and workers.

# Transforming Safety Culture and Leadership to Achieve High Safety Performance Across the DOE Complex

Jeffrey Chung, PhD - Berkeley Lab  
[JYChung@lbl.gov](mailto:JYChung@lbl.gov) (510) 486-5818

Integrated Safety Management (ISM) has provided a valuable pathway for improving the management of environment, safety and health processes and systems within the Department of Energy (DOE) complex. ISM has helped to systematically integrate safety into work planning, hazard identification, and control in order to protect the public, the worker, and the environment. Safety functions and activities have now become an integral part of accomplishing the work at DOE facilities and national laboratories.

The ISM program seems to have reached a plateau in contributing to improved safety performance but the human factors variable has not been fully tapped in the continuous improvement loop as it relates to enhancing safety culture and leadership. Addressing this variable can help to further drive and sustain high performance. Safety culture is both a human and organizational mindset, and to what level the DOE complex genuinely views and values the importance of safety will ultimately determine the safety climate and drive effective ES&H

stewardship and mission success.

Many organizations recognize that the human factor (e.g., decision making, risk taking, skills, knowledge and abilities, etc.) plays as an important role in accident causation. The National Safety Council indicates that 85% to 90% of all accidents arise from at-risk acts which goes back to culture and leadership issues. As the DOE mission and technology

have become more sophisticated, the management of human performance needs to be considered even more. The safe operation of DOE facilities is substantially dependent on the behaviors and values of managers, workers and contractors who operate those facilities.

A positive safety culture, influenced by leadership, promotes a proactive accident prevention climate throughout the organization. This, in turn, improves cost-effectiveness, best practices and ultimately a high performance environment. Effective safety leadership will inspire and facilitate the organization's move to:

- care for and believe in the importance of safety
- establish safety as the norm
- commit to the goal of zero accidents as achievable
- build trust
- encourage open communication
- hold everyone responsible and accountable for their safety actions/behaviors
- recognize and reinforce positive behavior.

Real cultural change in safety only happens when the decision to work safely comes from the people responsible for, and performing the

work. This is reinforced through safety leadership, individual accountability and performance management, as well as creating a caring environment.

Creating frontline and executive safety leadership is an important attribute for changing the strengthening the safety culture. With committed and visible safety leadership, employees will soon see value in doing work safely, have ownership in creating their safety culture, be motivated to safely follow rules and procedures, anticipate the potential hazards to the job, exercise good judgment and safe practices, positively influence "conduct of operations" within a facility and openly communicate safety concerns/questions. This, in turn, can move the organization towards an accident-free workplace with additional benefits of: operational savings in injury costs, preservation of vital and unique workforce skills and resources and gains in productivity.

The DOE Behavior-Based Topical Committee offers its assistance with the Human Performance Improvement initiative in the development of a strategic program to strengthen the DOE safety culture to where ISM and a responsible safety ethic permeate each site. Individual behaviors (manager, workers and contractors) would coalesce toward proactive risk identification, error reduction, and timely resolution of risks before they become crises. Through the application involving a blend of ISM and HPI concepts and behavior-based principles, a strategic "**Integrated Safety Culture and Leadership**" (ISCL) paradigm and program can be created. More on this in our next article.

To honor the continued participation of the oldest DOE VPP site, the Waste Isolation Pilot Project (WIPP) site was awarded a special plaque celebrating its 10 year anniversary as a DOE VPP Star Site.

As part of the DOE Star of Stars Award Program, the DOE-VPP considers and recognizes outstanding individual performance for both contractor and Federal personnel. Awards are presented in categories recognizing federal and contractor DOE-VPP Champions, those individuals that contribute greatly to the overall DOE-VPP effort; DOE-VPP Outreach, those individuals contributing significantly to outreach and mentoring; and DOE-VPP Innovation, those individuals contributing unique improvements to the program.

This year's DOE-VPP Federal Champions Awards were given to Carol Henning – Idaho Operations Office and Yvonne B. Gentry – Savannah River Site. David Smith, Office of Health, Quality Assurance Programs received a special Leadership Award. The 2004 DOE-VPP Contractor Champion Award recipients were Bowen Huntsman (BWXT-Idaho) and Richard Shook (Wackenhut Security Services, Inc. – Nevada). Bertha Cassingham for Washington Tru Solutions (WIPP site) and Robert J. Kapolka from Oak Ridge Associated Universities were both recipients of the Outreach award. This year's Innovation Award recipient was Steve Thomas from Highland Technology Services. Special Achievement Awards were given to David L. Jackson from Fluor Fernald, Inc. at the Fernald Closure Project and June S. Brothers, CSP from Georgia –Pacific.

Once again, congratulations to the 2004 award recipients for your commitment to making the DOE-VPP a success. For more information on the DOE-VPP Star of Stars Awards Program, or if you would like to make nominations for next year's recipients, please contact Carlos Coffman at 301.903.6493.

## LEGACY OF STARS

**West Valley Nuclear Services Company, LLC.**  
West Valley Demonstration Project

### STAR OF EXCELLENCE

| SITE                                                                 | CONTRACTOR                                              |
|----------------------------------------------------------------------|---------------------------------------------------------|
| Hanford Site:<br><br>Volpentest HAMMER Training and Education Center | Fluor Hanford, Inc.                                     |
| <b>Bechtel BWXT, Idaho, LLC</b>                                      | Idaho National Engineering and Environmental Laboratory |
| <b>Wackenhut Services, Inc. – Nevada</b>                             | Wackenhut Services, Inc. – Nevada Test Site             |
| <b>Westinghouse Savannah River Company</b>                           | Westinghouse Savannah River Site                        |
| <b>Honeywell Federal Manufacturing and Technologies</b>              | Kansas City Plant                                       |
| <b>DynMcDermott Petroleum Operations, Inc. - West Hackberry Site</b> | Strategic Petroleum Reserve                             |
| <b>DynMcDermott Petroleum Operations, Inc.- Bayou Choctaw</b>        | Strategic Petroleum Reserve                             |

(continued on page 19)

## SUPERIOR STAR

| Site                                                                                                                                                                                                                                                              | Contractor                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| Hanford Site<br>Central Plateau Remediation Project<br>Battelle Memorial Institute (BMI) - Pacific Northwest Laboratory<br>Plutonium Finishing Plant<br>Fluor Federal Services, Inc.<br>Day & Zimmermann Protection Technology Hanford<br>Fast Flux Test Facility | Fluor Hanford, Inc.           |
| <b>Washington TRU Solutions</b>                                                                                                                                                                                                                                   | Waste Isolation Pilot Program |
| <b>Bechtel SAIC Company, LLC</b>                                                                                                                                                                                                                                  | Yucca Mountain Project        |
| <b>DynMcDermott Petroleum Operations, Inc.— Big Hill Site</b>                                                                                                                                                                                                     | Strategic Petroleum Reserve   |
| <b>DynMcDermott Petroleum Operations, Inc.—Bryon Mount Site</b><br>Strategic Petroleum Reserve                                                                                                                                                                    | Strategic Petroleum Reserve   |
| Fernald Closure Project                                                                                                                                                                                                                                           | Fluor Fernald, Inc.           |

### Headquarters VPP Directory

**Frank Russo, EH-3**

Deputy Assistant Secretary

Office of Corporate Performance Assessment

Office: 301-903-8008—Fax: 301-903-1257

**Chip Lagdon, EH-31**

Director

Office of Quality Assurance Programs

Office: 301-903-4218—Fax: 301-903-4120

David Smith..... 301-903-4669..... Email: David.Smith@eh.doe.gov  
 Rex Bowser ..... 301-903-2641..... Email: Rex.Bowser@eh.doe.gov  
 Carlos Coffman..... 301-903-6493..... Email: Carlos.Coffman@eh.doe.gov  
 Rama Sastry..... 301-903-4664..... Email: Rama.Sastry@eh.doe.gov  
 Robert Stevens ..... 301-903-3518..... Email: Robert.Stevens@eh.doe.gov

***Article submission and feedback to the e-VPP StarBurst may be sent to Carlos Coffman, DOE, EH-31, at carlos.coffman@eh.doe.gov, or call 301-903-6493.***

# Companies Urged to Combat "Presenteeism" During Flu Season

Occupational Hazards Magazine [www.occupationalhazards.com](http://www.occupationalhazards.com)

Nearly 40 percent of employers are report that employees work while sick, possibly exposing coworkers to illness and potentially slowing production.

Millions of Americans could be at increased risk of catching the flu this season as a result of an unexpected shortfall in the availability of the flu vaccination and the rising threat posed by employees coming to work sick. As those who catch the flu also may spread the virus, CCH Inc. (CCH) is alerting employers to be particularly aware of "presenteeism," when employees come to work when they are ill. According to the findings of the 2004 CCH Unscheduled Absence Survey, 39 percent of employers surveyed report presenteeism is a problem in their organization. Presenteeism is a problem for employers not only because of employees' lowered productivity, but issues of contagion to an otherwise healthy workforce. Organizations that have low employee morale are at even greater risk of having sick workers on the job, with 52 percent of companies with poor or fair morale reporting presenteesim is a problem. "With a serious flu season looming, the idea of the 'hero worker' that manages to punch in for a full-day's work, despite illness, needs to be discouraged. Being in contact with contagious individuals jeopardizes the health and productivity of all employees. Employers need to emphasize to employees that while they need them at work, they first

want a healthy workplace," said Lori Rosen, J.D., CCH workplace analyst and author of "HR Networking: Work-Life Benefits." Rosen recommends following this tip from Centers for Disease Control and Prevention's (CDC) "Good Health Guide": "stay home when you are sick."

The concern, however, is that some traditional absence control and sick day policies may inadvertently encourage employee presenteeism. Organizations that adhere to traditional sick day policies, and take disciplinary action to enforce them, may be making it difficult for employees to do the right thing. According to the CCH survey, disciplinary action is the single most common absence control program, used by 91 percent of organizations surveyed.

"For example, in an organization that allots each employee five sick days a year, and takes disciplinary action on the sixth absence, an employee who has been wiped out with the flu for several days may choose to come to work ill rather than risk the discipline," noted Rosen. "This is especially true at the beginning of the year, when employees are concerned about depleting all of their allowed leave in just a month or two. Unfortunately, that time also is the height of flu season."

Some employees can offset the risk of a poor health year if their em-

ployer allows them to carry over the sick days that they didn't use in healthier years. The CCH survey found, however, that employers are cutting back on this option. The number of employers allowing employees to carry over sick time from one year to the next has dropped from 51 percent in 2000 to 37 percent in 2004, according to CCH. As a result, employees that may have accumulated sick days this year may not have access to these in the new year.

Employers are, however, taking other steps to help employees effectively manage time off. To help employees deal with various health and personal issues that arise from year to year, 63 percent of employers offer a Paid Leave Bank, also known as Paid Time Off (PTO), under which personal, vacation and sick days are combined into a single bank of days that the employee can use in any way he or she needs. "With a PTO program, the employee has more discretion on how to use the days, so if he's sick, he can take a day from the bank and stay home, without the fear of being reprimanded or running out of sick days at the beginning of the year," Rosen explained.

Among the steps employers can take to help ensure a healthier workplace and minimize flu season disruptions:

**Foster a healthy environment.**  
Speak with managers to ensure





December 2, 2004

Dear Safety, Health and Environmental Leader:

The Voluntary Protection Programs Participants' Association (VPPPA) invites you to submit a workshop proposal to be presented at the **21<sup>st</sup> Annual National VPPPA Conference**, THE premier safety and health conference in the nation focusing on the Voluntary Protection Programs and safety and health modeling excellence.

The 21<sup>st</sup> Annual National VPPPA Conference will be held August 22 – 25, 2005, at the Adam's Mark Hotel in Dallas, Texas.

If you are interested in providing a 60-minute workshop(s), eight-hour Skill Builder Workshop, and/or a four-hour Sunday Workshop, please complete and return the Call for Workshop Proposals Form(s) by the **January 7, 2005, deadline**. You can access the form by visiting <http://www.vpppa.org/Conference/index.cfm>.

Workshops that include new, value-added, and advanced information on safety, health and environmental best practices will be viewed favorably by the 2005 Conference Planning Committee. Attendees especially enjoy workshops using a "how-to" format to emphasize ideas, problem solving and positive results.

Make the VPPPA Web site a favorite place to visit for the latest conference information. Secure online registration will open at the end of February 2005.

Approximately 2,000 representatives are expected to attend for an unsurpassed exchange of the latest best practices and innovations in workplace safety and health.

We hope that you will join us in Dallas, Texas for this terrific conference.

**About the VPPPA** - The VPP Participants' Association is a membership-based association providing educational and networking opportunities to improve occupational safety and health management systems. These include: regional and national conferences; workshops; mentoring programs; training materials; merchandise; and publications.

Voluntary Protection Programs Participants' Association  
7600-E Leesburg Pike, Suite 440, Falls Church, VA 22043  
Tel: (703) 761-1146 \* Fax: (703) 761-1148  
[www.vpppa.org](http://www.vpppa.org)

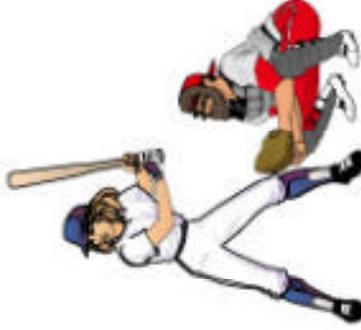
"Winter driving is SNOW laughing matter" (Feb Slogan winner Laurie Hintz)

Sports injuries account for one-quarter of all emergency room visits by people ages 5 to 24, not including unspecified causes.

## Playing with Pain

Sports related emergency room visits, by sport:

|                         |       |
|-------------------------|-------|
| Basketball              | 17.1% |
| Cycling                 | 16.1% |
| Football                | 10.4% |
| Baseball/Softball       | 9.4%  |
| Skating/Skateboarding   | 5.7%  |
| Gymnastics/Cheerleading | 5.6%  |
| Playground injuries     | 5.2%  |
| Snow sports             | 4.2%  |
| Soccer                  | 3.6%  |
| Other                   | 18.9% |



Make safety the theme  
Of your hard working team

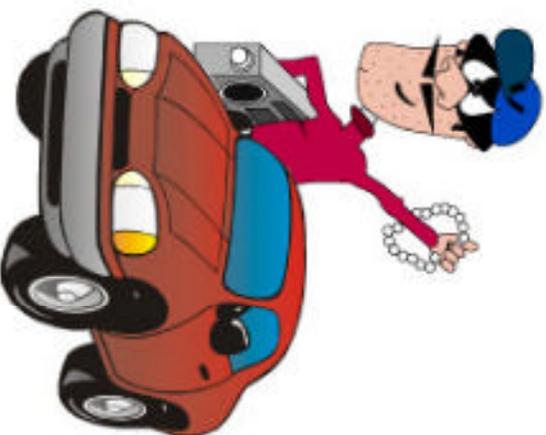
# Vital Porcelain Press



An experienced criminal can break into your vehicle in a matter of seconds. Once inside, the criminal can steal your valuables, drive away or wait inside to assault you. That's why car security is important. Not only does it protect your property, but it can protect your life.

Follow these tips to prevent car break-ins:

- ✔ Park in a well-lighted, busy area. Choose patrolled parking lots whenever possible.
- ✔ Close all windows
- ✔ Lock the vehicle
- ✔ Don't leave a spare key under the body of the vehicle, in the carpet or on the sun visor (thieves know about these common hiding places)
- ✔ Remove anything attracting attention (money, sunglasses, shopping bags, credit cards)



For safety's sake we must all take a stand  
Not just the leader - it's in everyone's hands

Which form of household heating is generally considered most environmental friendly?

- A. Electric Baseboard    B. Coal    C. Wood    D. Natural Gas    E. Heat Pump