

San Francisco Public Utilities Commission Health & Safety Assessment

Project Purpose

The Public Utilities Commission (SFPUC) and the Controller's Office contracted with Safety Compliance Management (SCM) to conduct a comprehensive assessment of the SFPUC safety management systems and work processes. The objective of the assessment, conducted from August 2014 to June 2015, was to review how SFPUC manages health and safety compared with the American National Standards Institute Occupational Health and Safety Management Standard (ANSI Z10), and identify ways the department can improve these practices. The assessment included a variety of data collection methods: a safety perception survey administered to staff; focus groups and interviews with staff; site assessments; and benchmarking research. SCM presented its findings and recommendations to the SFPUC Executive Management Team in June, generally focusing on improvement in management leadership and commitment, integration of safety into work processes, participation in proactive risk management, involvement of organizational learning, and engagement in effective training.

Key Findings

1. Safety perception survey results with SFPUC employees indicate that a strong majority of respondents care about safety within the organization. Employees feel comfortable in reporting safety concerns, state that they are adequately trained to safely perform their jobs, and believe that being safe helps them to get their jobs done.
2. There are significant gaps in SFPUC employees' perceptions regarding safety management. SCM found that additional structures are needed to enhance learning, drive safety accountability, and shore up the safety culture.
3. SFPUC has many health and safety programs already in place, especially in areas of regulatory compliance and safety by design. However, interviews and focus groups found that those programs are not consistently applied and that the safety management system is not well-integrated into the organization's business processes.

Recommendations

SCM provided 23 health and safety recommendations, with 10 of those recognized for immediate (6-month) implementation:

#	Recommendations
1.	Hold a safety leadership and management workshop with top management to develop strategies for building a safety management system that is integrated into organizational processes.
2.	Conduct a safety leadership workshop with the Health and Safety Program staff.
3.	Develop and implement a communications plan based on the outcomes of the manager workshop.
4.	Adopt the ANSI Z10 standard as its safety management system.
5.	Reposition the Health and Safety Program within the organization so that it reports directly to the General Manager.
6.	Update job descriptions for top management, middle management, and supervisors to include specific safety roles and responsibilities.
7.	Provide consistent and effective safety leadership training to managers and supervisors.
8.	Update the SFPUC employee performance appraisal process to include specific and documented reviews of employee safety performance.
9.	Develop leading metrics of safety performance.
10.	Engage with the City's contracting office to develop solutions that help the organization deal with the challenges of implementing Professional Service Contracts for vendor provided training.

For more information on this project, please contact Catherine Omalev at (415) 554-7524 or catherine.omalev@sfgov.org.



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August 21, 2015

Peg Stevenson, Director
Office of the Controller, City Performance Division
One Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Re: San Francisco Public Utilities Commission Health & Safety Assessment

Dear Ms. Stevenson,

Thank you for providing the opportunity to review your report, '*San Francisco Public Utilities Commission Health & Safety Assessment*,' as prepared by the Controller's Office, City Performance Division and Safety Compliance Management, Inc. (SCM).

The SFPUC requested the Controller's Office to conduct a department-wide assessment of the occupational health and safety management system and culture to identify potential improvements, as compared to industry best practices. We found the assessment to be helpful, and thank City Performance staff and SCM consultants for their time and professional work.

The assessment determined our employees care about safety; and that the SFPUC has many health and safety programs in place, especially for regulatory compliance and safety design. However, improvements are needed in employee perceptions regarding safety management; and organizational changes are needed to enhance learning, drive safety accountability, and further strengthen culture. Programs should be consistently applied, and the safety management system integrated into business processes.

We value feedback from employees regarding their ability to acquire needed safety training, integrating safety into the decision-making process, and safety issues being dealt with effectively. This information allows us to improve, enhance, and maintain a culture of accountability for safety throughout the organization

The SFPUC will immediately establish a Steering Committee to oversee a 3-5 year implementation plan to address recommendations made, and provide regular updates to executive management. Executive Management will review the Steering Committee's progress annually.

If you have any questions or need additional information, please contact me at (415) 554-1600.

Sincerely,

Harlan L. Kelly, Jr.
General Manager

cc: Michael Carlin, Deputy General Manager
Eric Sandler, Assistant General Manager, Business Services & CFO
Cindy Charan, Director, Human Resources Services
Nancy L. Hom, Director, Assurance & Internal Controls

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