



Development, Validation, Implementation and Enhancement of a Voluntary Protection Programs Center of Excellence (VPP CX) Capability for Department of Defense (DoD)

VPP Fundamentals and Working with the DoD VPP Center of Excellence

DoD Lead Agent:
Office of the Assistant
Secretary of the Army
(Installations and
Environment)



Department of Defense
Voluntary Protection Programs
Center of Excellence

Operated by:





VPP in DoD - Background

- DoD Injury Rate Reduction Goals
- Defense Safety Oversight Council (DSOC)
 - VPP chosen for proven mishap and worker's compensation reductions in private and federal sectors.
- VPP CX
 - Contractor operated
 - Multi-Service; Army (ASA I&E) is lead agent
 - Mission: Assist Installation / Activity Directors in achieving OSHA VPP Star status
 - Baseline VPP assessment and implementation support
 - Focal point for DoD VPP assistance
 - <http://www.vppcx.org> .



VPP Benefits

- **Improved Safety and Health for workers**
- **Improved morale and workplace productivity**
- Fewer reportable/recordable injuries and illnesses
- Lower worker's compensation costs
- Positive return on investment
- Increases in available military end strength, positively affecting force readiness
- OSHA validation/recognition of Safety Program excellence
- Secretary of Defense visibility and positive site recognition by senior government officials.



VPP Process

- VPP is a process, a culture, not an inspection.
- There are four main elements to this process:
 1. Management Leadership and Employee Involvement
 2. Work Site Analysis
 3. Hazard Prevention and Control
 4. Safety and Health Training.





Management Leadership

- Managers must provide visible leadership by:
 - Establishing clear lines of communication for safety and health policies
 - Creating an environment that allows for reasonable employee access to top site management
 - Clearly defining responsibilities, goals, and objectives
 - Setting example of safe and healthful behavior
 - Ensuring all workers, including contractors, have high quality safety and health protection.



Employee Involvement

- The site culture must enable meaningful employee involvement:
 - Participation in committees, audits, investigations, work area self inspections, job hazard analyses, etc.
 - Awareness of VPP site participation
 - Hazard reporting
 - Receive feedback - suggestions, hazard reports, etc.
 - Safety training
 - Demonstrate understanding of basic principles of VPP.



Contract Workers

- VPP site contractor programs must include a documented oversight and management system that ensures the contractor's site employees are provided effective protection.
- VPP sites are expected to encourage contractors to develop effective safety and health program management systems.





Work Site Analysis

- Work Site Analysis includes:
 - Baseline Safety/Health Hazard Analyses
 - Ongoing Hazard Analysis
 - Pre-use Analysis (materials/processes)
 - Documenting and Use of Hazard Analyses
 - Routine Inspections / Self Inspections
 - Employee Hazard Reporting System
 - Industrial Hygiene
 - Accident/Incident Investigations
 - Trend Analysis.





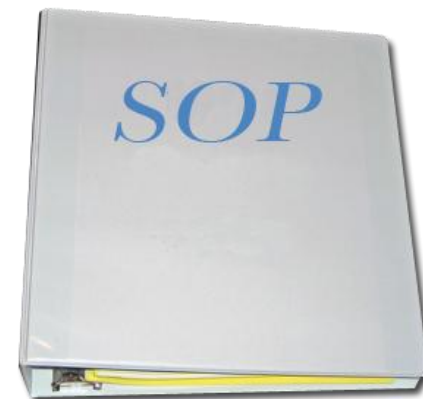
Hazard Prevention and Control

- Hazard Prevention and Control includes:
 - Access to qualified Safety/IH professionals
 - Control hierarchy (engineering, administrative, work practice, Personal Protective Equipment (PPE))
 - Preventive/predictive maintenance to keep equipment from becoming hazardous
 - Access to medical/health professionals for physicals, treatment, first aid, CPR, etc.
 - Emergency systems (response, training, drills, critiques)
 - Controls are understood, followed, and enforced.



Safety and Health Training

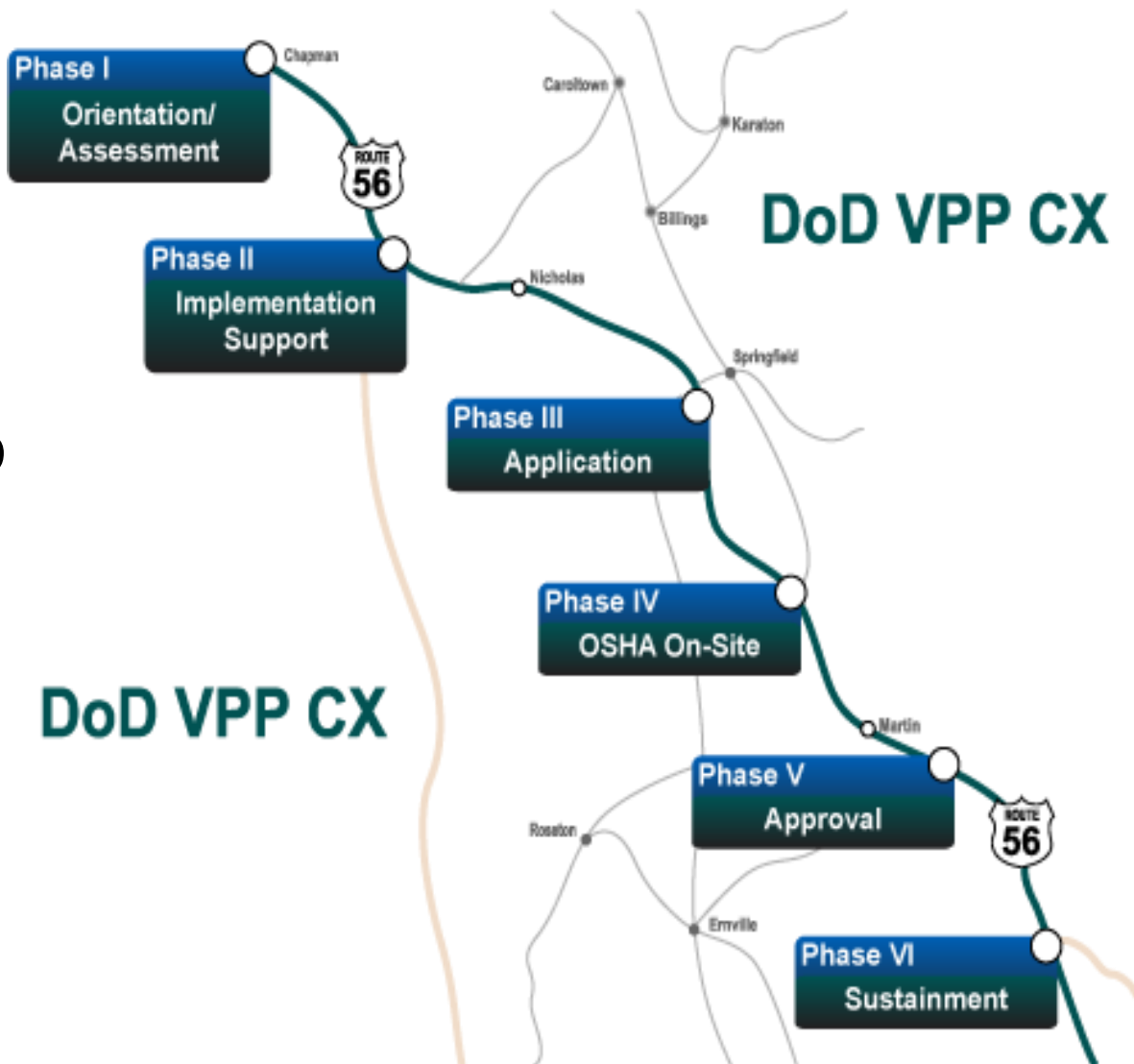
- Safety and Health Training includes:
 - VPP concepts
 - Employee rights under OSHA
 - Responsibilities of managers, supervisors, workers
 - Recognizing hazardous conditions
 - Signs and symptoms of workplace related illnesses
 - Job specific training – for example:
 - Job hazard analysis / protective measures
 - Work area inspection / self-inspection
 - Mishap investigation.
 - Site hazards and protective measures
 - Emergency evacuation procedures.





Becoming a Star Site

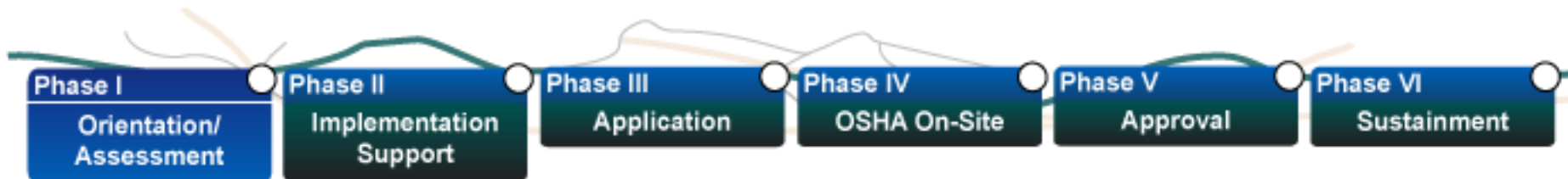
- The DoD VPP CX “Success Roadmap” consists of six process phases to assist nominated sites in achieving VPP Star recognition.





Phase I – Orientation / Assessment

- Orientation/Engagement
 - Provide an overview of VPP and the DoD VPP CX
 - Engage key stakeholders in site VPP efforts
 - Conduct a Safety Perception Survey
 - Begin VPP familiarization training.
- Assessment
 - Conduct a baseline assessment of the site
 - Provide the site with a gap analysis and initial action plan
 - Reinforce familiarization with electronic tools provided by the DoD VPP CX.





VPP CX Onsite Evaluation Assessment

- Evaluation consists of:
 - Opening Conference
 - Document Review
 - Walkthrough of Worksite
 - Employee and Management Interviews
 - Gap Analysis and Action Plan Report
 - Closing Conference.
- Intended to mirror an OSHA on-site.





Onsite Walkthrough

- The onsite walkthrough differs from an inspection
 - Assess policy vs. practice in representative areas
 - Note best practices and significant hazards
 - Conduct informal interviews in employee work areas.





Gap Analysis Report

- The objective of the gap analysis is to develop an action plan which:
 - Identifies unmet VPP requirements
 - Serves as roadmap to obtain VPP certification.

DoD VPP CX MAIN MENU Login Logout Main Menu Feedback

Action Item	Stage	Sub Element	Responsibility	Date Opened	Target Closure Date	Date Closed	Status Against Target	# Days Open Beyond Target	Steps Taken to Complete Action Item
A1 & 3 Incorporate all the VPP elements (Management Leadership and Employee Involvement, Written Analysis, Hazard Prevention and Control, and Safety and Health (S&H) Training and Subelements into the sites written safety and health guidelines. The guidelines must be minimally effective to address the size of the site, complexity of the site's work and hazards, and form the basis for establishing the sites safety & health management system (S&HMS). The S&HMS should describe the policies and procedures specific to the installation that address all VPP elements and sub-elements. Ensure the S&H guidelines clearly establish and specify safety and occupational health staff roles and responsibilities and identify where the S&H functions are situated within the sites overall management organization. Federal agency safety and health programs must also meet the requirements of 29 CFR 1960. Provisions for communication and written documentation should be made to the S&HMS to ensure important elements are not overlooked as the sites size or work changes.	1	Safety and health Management System		10/03/2008	10/04/2008	11/26/2008	SS		
Establish processes to ensure employees are made aware of the S&HMS document and understand their individual roles and responsibilities which create a safe work environment for themselves and others.	2	S&HMS and health Management System							
A2. The elements and sub-elements of VPP have been successfully in place for a minimum of one year.	3	Safety and health Management System							
Draft a statement, from top leadership, defining the sites commitment to achieving recognition in the OSHA VPP. Describe the sites management approach to the occupational S&H policy, system in place for communicating the policy to all employees. System used to set goals and objectives, system used to communicate goals and objectives to employees, and process used to show how top managements is visibly involved in the S&H program.	1	Management Statement							
Issue the sites VPP commitment statement.	2	Management Statement							

Number of Actions Identified: 1 Number of Actions Open: 0 % Closed: 0% % Closed > 30 Days From Target: 100%

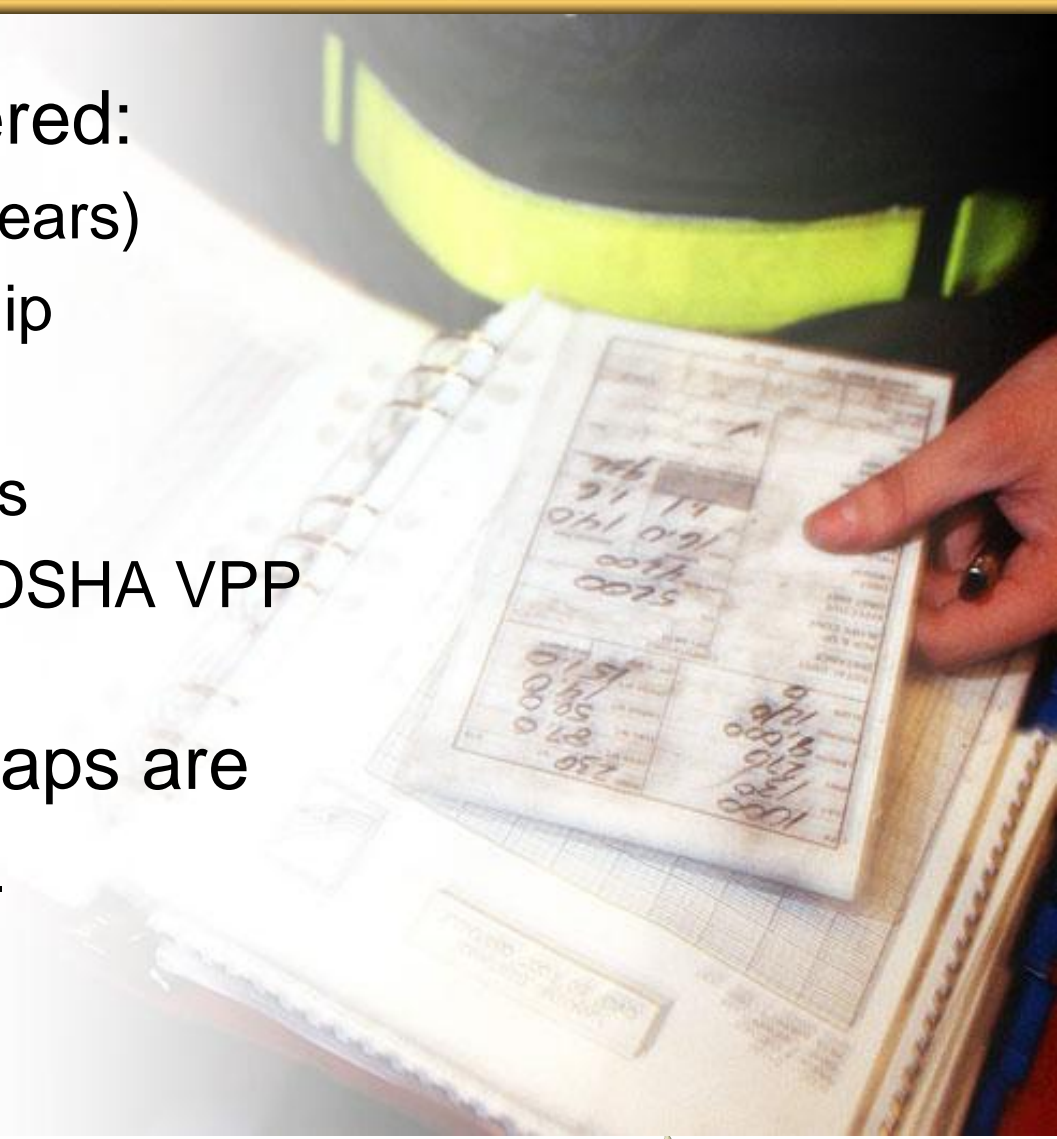
Completed	13%	23
In Progress	80%	131
No Action Taken	40%	96
Total Action Items		243





Gap Analysis Contents

- The gap analysis covered:
 - Injury data (last three years)
 - Management Leadership
 - Employee Involvement
 - Policies and procedures
 - Existing programs vs. OSHA VPP criteria.
- VPP implementation gaps are Normal and Expected.





Gap Analysis Form

Element	Stage I	STATUS	COMMENTS
WORKSITE ANALYSIS			
1. Baseline Safety and Industrial Hygiene Hazard Analysis - Actions Required			
Element	Stage I		
Baseline Safety and IH Hazard Analysis	1. Conduct a baseline safety and industrial hygiene hazard analysis to establish initial levels of exposure (baselines) for comparison to future levels, so that changes can be recognized This study should include a review of previous accidents, injuries, and illnesses; complaints of workplace hazards; previous studies, etc.	Completed	Evidence: Command Core (for IH) and Annual Internal and periodic External Safety Inspections
Baseline Safety and IH Hazard Analysis	2. Ensure that the baseline survey: a) Identifies and documents common safety hazards in the site and how they are controlled, b) Identifies and documents common health hazards in the site to determine if further sampling is needed, c) Identifies and documents safety and health hazards that need further study, d) Covers the entire work site, indicating who conducted the survey, and when it was completed.	Completed	
Baseline Safety and IH Hazard Analysis	3. Repeat the baseline survey only if warranted by significant changes (eg, changes in processes, equipment, hazard controls, etc).	No Action Taken	Demonstrate the process that triggers a repeat of a baseline survey in response to changes resulting from LEAN events, for example



Three Stages of Program Maturity

- Gap analysis parallels the three stages of the formal OSHA Challenge process
- Stages require progressively increasing depth:
 - Stage 1: Initial development of policies, procedures, and programs
 - Stage 2: Communicate to site, train personnel, implement
 - Stage 3: Full implementation, continuous improvement.



Phase II – Implementation Support

- DoD CX Support Includes:
 - VPP Gap Analysis / Action Plan
 - Access to subject matter experts-”Implementation Leads”
 - Additional support and implementation for selected installations
 - Finding a mentor
 - Access to webinars, workshops, training, videos, best practices, tools, etc. through <http://www.vppcx.org>
 - Progress reporting to Major Commands
 - VPP e-Tool application development
 - Pre-OSHA evaluation support with Mock Audit visit.





Web-Based Action Plan Report

MAIN MENU
Logir | Logout

Main Menu
Feedback

Save
Main Menu
Export
View Baseline Charts
View Action Plan Charts

Number of Actions Identified: **10**

Number of Actions Open: **9**

% Closed < 30 Days from Target: **10%**

% Closed > 30 Days from Target: **0%**

	Actual	Baseline
Completed	14% 35	34
In Progress	62% 151	152
No Action Taken	23% 57	57
Total Action Items	243	243

Worksite Analysis

Action Plan - USAG-Grafenwoehr GE

Action Item	Stage	Sub Element	Responsibility	Date Opened	Target Closure Date	Date Closed	Status Against Target	# Days Open Beyond Target	Steps Taken to Complete
	1	Accident and Incident Investigations	<input type="text"/>						View
G2. Provide comprehensive investigation training and/or guidance (root cause analysis, time frame guidelines, potential conflicts of interest, interview techniques, documentation requirements, etc...) to individuals who are responsible for conducting accident, incident, and near miss investigations.	2	Accident and Incident Investigations	<input type="text"/>						View
G3. Verify the accident/incident and near miss process has provisions to: document the entire sequence of relevant events; identify the root cause, beyond the employee, and all contributing factors; communicate root cause analysis process for further hazard identification and mitigation; determine the S&HMS effectiveness; recommend actions to prevent recurrence; prioritize and; assign timeframes and responsibility for implementing recommended controls. Reports of findings and corrective actions are made available to employees upon request. (Actual investigation records are not provided)	3	Accident and Incident Investigations	<input type="text"/>						View
Include near miss investigation results into the current process	1	Accident and Incident Investigations	<input type="text"/>						View
Include near miss investigation results into the current process	2	Accident and Incident Investigations	<input type="text"/>						View
Include near miss investigation results into the current process	3	Accident and Incident Investigations	<input type="text"/>						View
	1	Baseline Safety Hazard Analysis Baseline	<input type="text"/>						View



Gap Analysis Graphic Summary Report

USAG-Grafenwoehr GE - Action Plan Pie Charts

Stage 1

Stage 2

Stage 3

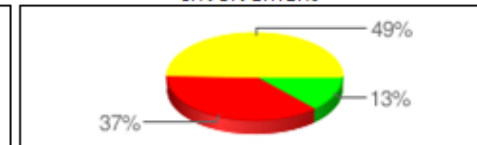
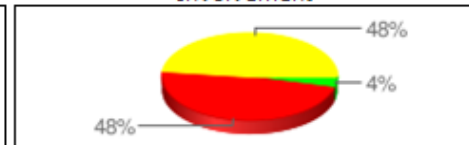
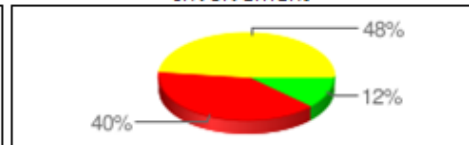
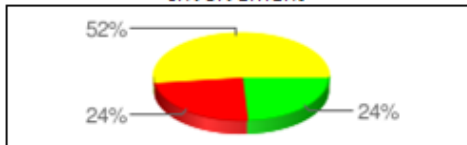
Total

Management Leadership and Employee Involvement

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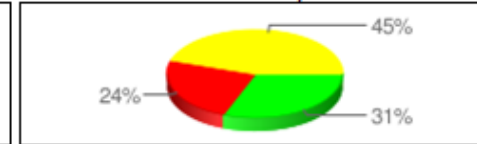
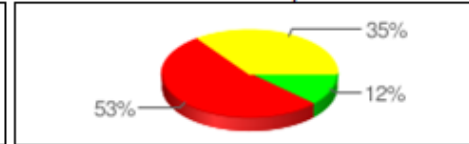
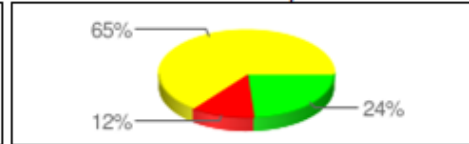
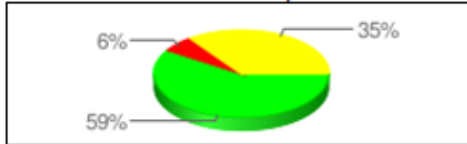


Worksite Analysis

Worksite Analysis

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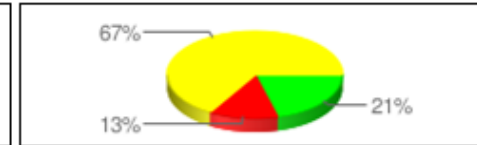
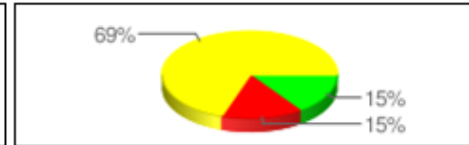
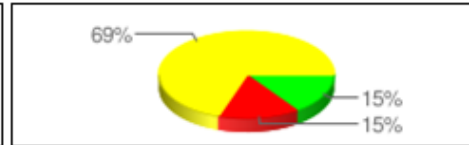
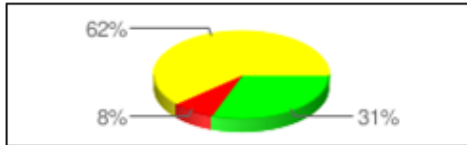


Hazard Prevention and Control

Hazard Prevention and Control

Hazard Prevention and Control

Hazard Prevention and Control

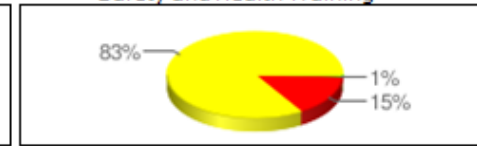
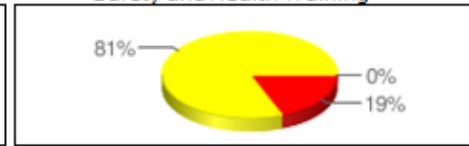
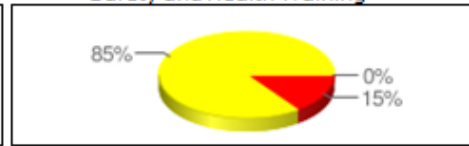
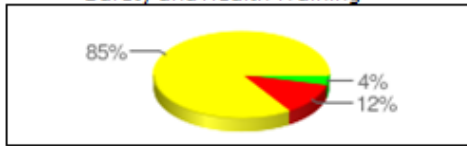


Safety and Health Training

Safety and Health Training

Safety and Health Training

Safety and Health Training

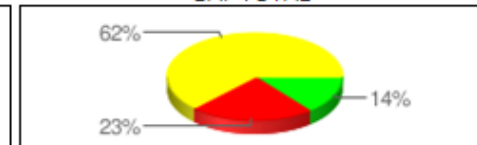
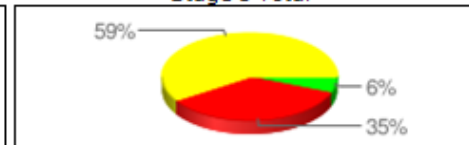
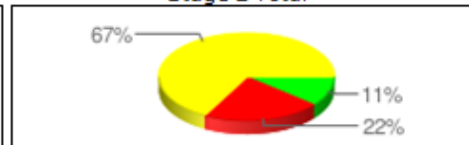
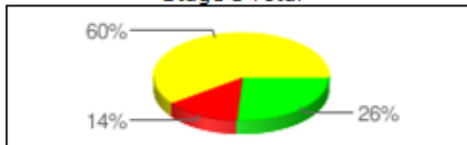


Stage 1 Total

Stage 2 Total

Stage 3 Total

GAP TOTAL



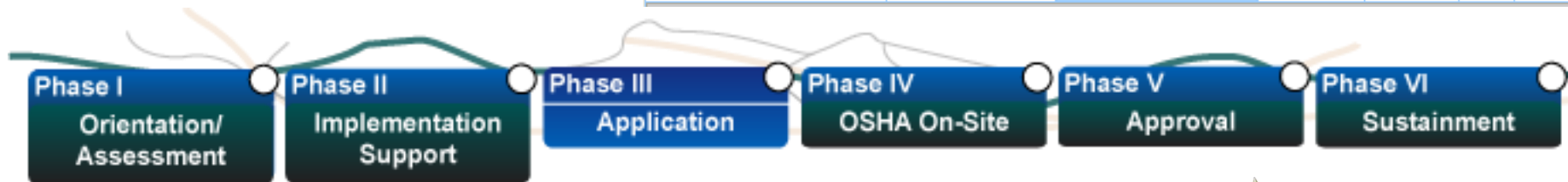


Phase III - Application

- The Application e-Tool:
 - Provides an on-line document filing system for each required application element
 - Reviewed by HQ and DoD VPP CX subject matter experts.

e-VPP Application Management

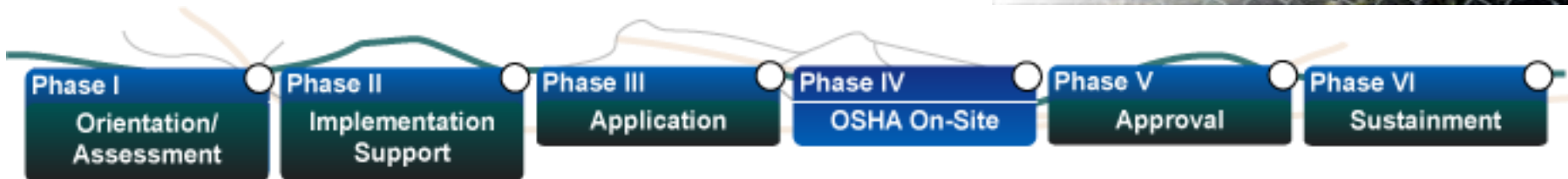
45th Space Wing						
Sub-Elements Tracking						
Management Leadership and Employee Involvement						
Sub-Element	Assigned To	Last Modified	Installation	Major Command	HQ	DoD
Management Commitment to Safety and Health Protection	Inst User	12/26/2006 11:18:55 AM	✓	X	X	X
VPP Commitment	Inst User	12/26/2006 11:19:20 AM	✓	X	X	X
Planning	Inst User		X	X	X	X
Safety and Health Management System	Inst User		X	X	X	X
Top Management Leadership	Inst User		X	X	X	X
Employee Involvement	Inst User		X	X	X	X
Contract Worker Coverage	Inst User		X	X	X	X
Safety and Health Program Evaluation	Inst User		X	X	X	X
Union Statement	Inst User		X	X	X	X
Management Statement	Inst User		X	X	X	X
Worksite Analysis						
Sub-Element	Assigned To	Last Modified	Installation	Major Command	HQ	DoD
Baseline Safety Hazard Analysis	Inst User		X	X	X	X
Industrial Hygiene	Inst User		X	X	X	X
Hazard Analysis of Routine Jobs-Tasks-Processes	Inst User		X	X	X	X
Self-Inspections	Inst User		X	X	X	X
Employee Reports of Hazards	Inst User		X	X	X	X
Accident and Incident Investigations	Inst User		X	X	X	X
Trend Analysis	Inst User		X	X	X	X





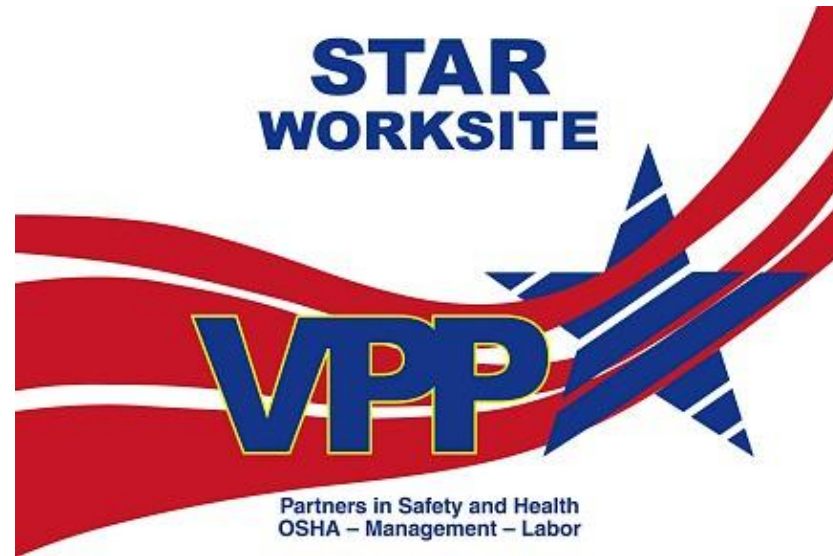
Phase IV – OSHA On-Site

- The DoD VPP CX “OSHA” On-site:
 - ❖ CX conducts a “validation” and coaching visit prior to final evaluation.
 - ❖ DoD VPP CX “OSHA” final evaluation

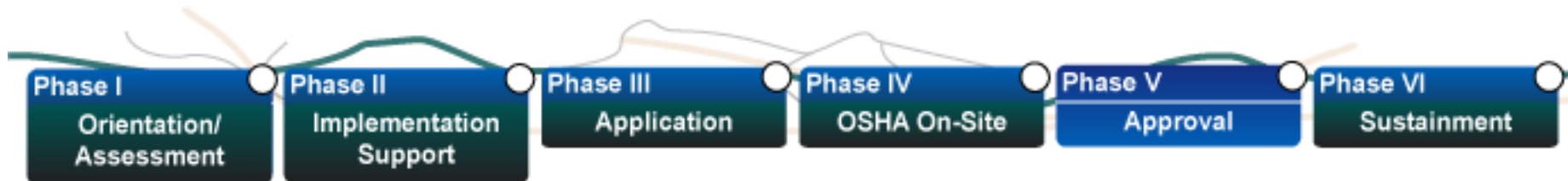




Phase V - Approval



CONGRATULATIONS!





Phase VI - Sustainment

- Sustainment support includes:
 - Continued access to the DoD VPP CX Web Portal for up-to-date:
 - Tools
 - Training Materials
 - Best Practices Information.
 - Participation in workshops and other training events
 - Continued access to the web-based VPP Application tool (e-VPP tool) for Annual Reports.

