NJ Section - AIHA

Summer Review Course
Industrial Hygiene Program Management

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Industrial Hygiene Program Management

- *AIHA RANDOM   MEMBERSHIP SURVEY*

   MAJORITY EHS PROFESSSIONALS SPEND IN "LEFT HANDED MANAGEMENT"

   SO...INITIATED DEVELOPMENT OF IH MGMT RUBRIC

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Industrial Hygiene Program Management

RESOURCES

• Industrial Hygiene management, J. Garret & L. Cralley et al, 1988

• People and Performance, The Best of Peter Drucker on Management,
•   Peter Drucker, 1977

• Management of People and programs in Industrial Hygiene, Toca, F.M. AIHA Press, 1996

• Environmental, Health and Safety Auditing Handbook, Harrison, L. McGraw-Hill, Inc. 1994

• Tasks, Responsibilities, Practices. Drucker, P. F., 1984

• ANSI/AIHA Z10–2005 American National Standard - Occupational Health

• CIHprep V9.0 Certified Industrial Hygiene Professional Certification Training, Datachem Software

• www.acgih.org

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Industrial Hygiene Program Management

CIH EXAM COULD INCLUDE:

"Acquisition, Allocation & Control of Resources to Accomplish IH Anticipation, Recognition, Evaluation & Control Objectives in an Effective & Timely Manner"…

Topics…
1. Auditing
2. Investigation methods
3. Data Management & Integration
4. Establishment of Policy
5. Planning
6. Delegation of Authority
7. Accountability
8. Risk Communication
9. Organizational structure
10. Decision Making
11. Code of Ethics

Industrial Hygiene Program Management

EHS Management Audits

**…With emphasis on Business Continuity and Environmental Sustainability**

Industrial Hygiene Program Management

Audit types

✓Organization & Staffing
✓Management System
✓Process & Project Reviews
✓Risk Assessment
✓Incident Investigations
✓Training & Performance
✓Management Accountability & Responsibility
✓Management of Change
✓Professional Code Compliance
✓Government Compliance
✓Product Stewardship

Industrial Hygiene Program Management

Investigation Methods
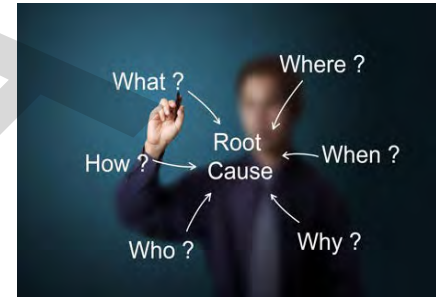
1. Use Team Approach

2. Collect Evidence & Fact Gathering

3. Experience in Root-cause Analysis (classify by root cause effects)-find source and not symptoms

4. Report including Corrective Actions, Immediate action, Followup and Closure

Industrial Hygiene Program Management

DATA MANAGEMENT EFFICIENCY

RETAIN, ORGANIZE AND RETRIEVE DOCUMENTS

-Internet/Shared Portal "Cloud" Web Site

-SDS

-CHEMICAL INVENTORY

-TRAINING ATTENDANCE (CBT, INSTRUCTOR LED)

-EXPOSURE MONITORING

-PERMIT

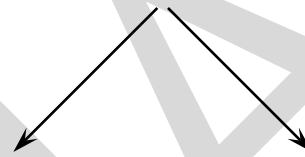-MEDICAL SURVEILLANCE

-BUDGETS

-EHS SOPS, PRACTICES, PROCEDURES
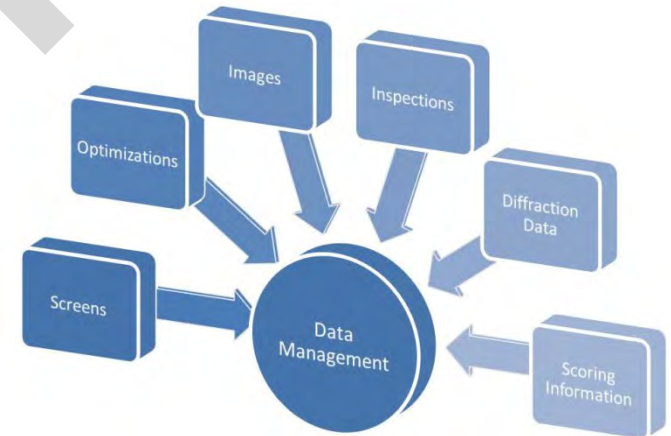
Industrial Hygiene Program Management

Establishing Of Policy…Developing Project Mission, Goals and Objective

Mission statement-"sets in motion" goals and objectives…….

SATISFYING THE CUSTOMER!!!

Industrial Hygiene Program Management

DEVELOPING PROJECT OBJECTIVE

SAMPLE OBJECTIVE…

"Our objective is to develop a TWO HOUR multi-media computer aided refresher GHS Hazard Communications courseware program for broadcast by July 3, 2020."

Industrial Hygiene Program Management
ORGANIZATIONAL STRUCTURE

INSURANCE

FINANCE

ENV. CONTROL

PLAN ENG.

TRAINING

IH

PURCHASING

SAFETY

MEDICAL

MAINTENANCE

EEO

PRODUCT SAFETY

LEGAL

INVOLVED WITH ALL DISCIPLINES!
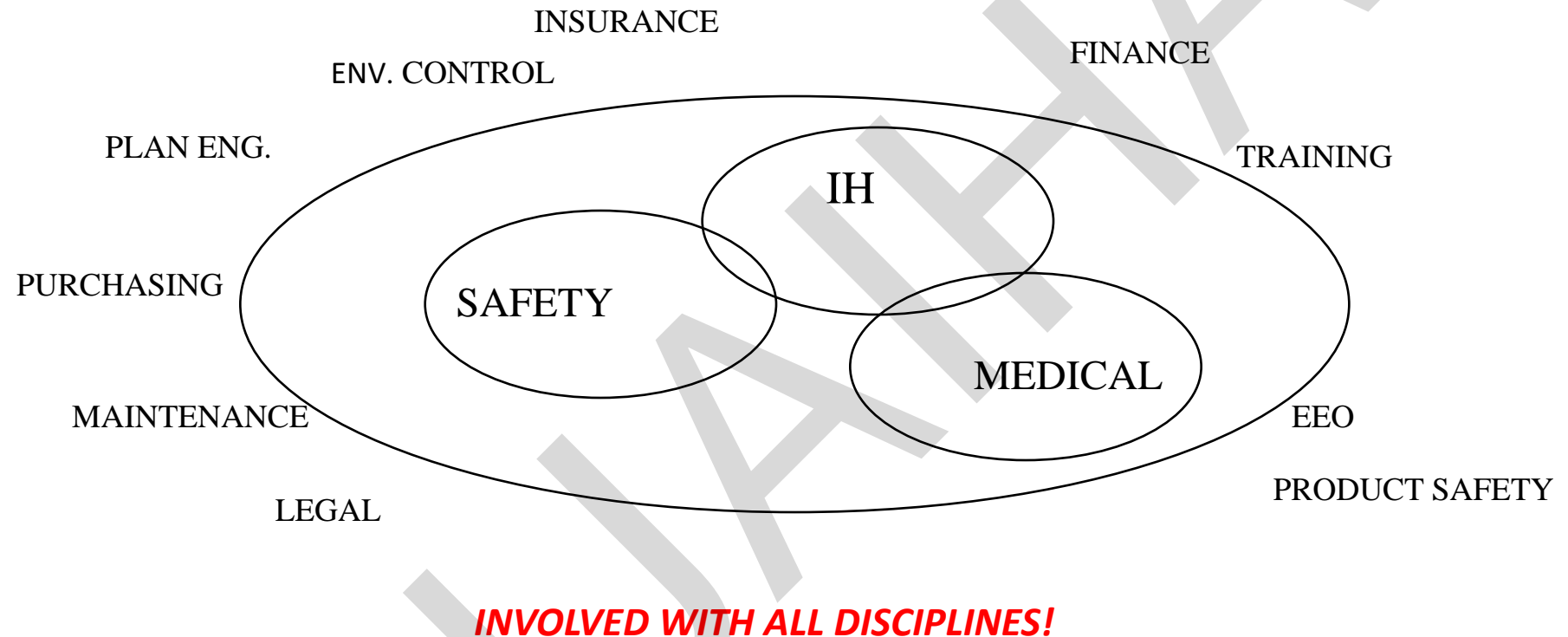
Industrial Hygiene Program Management
Traditional Delegation of Authority

- **STOCKHOLDERS**
- **BOARD OF DIRECTORS**
- **EXECUTIVES**
- **MIDDLE MANAGERS**
- **FIRST OR SECOND LINE SUPERVISORS**
- **EMPLOYEES**

Industrial Hygiene Program Management
ORGANIZATION STRUCTURE

- **(STAFF, LINE, MAINTENANCE)**
  3 MAJOR GROUPS

- **RESULTS ORIENTED**
- **SUPPORT**
- **HYGIENE & HOUSEKEEPING (MAINTENANCE)**

Industrial Hygiene Program Management
ORGANIZATIONAL Structure

- **LINE MANAGEMENT (OPERATIONS)**
- **SUPPORT STAFF**
- **-MEDICAL**
- **-EHS/SECURITY**
- **-HUMAN RESOURCES**
- **-ENGINEERING/ MAINTENANCE/FACILITIES**
- **FINANCE/MARKETING/SALES, ETC.**

Industrial Hygiene Program Management
FITTING EHS INTO THE ORGANIZATION'S CULTURE

- **AVOID GOV'T COMPLIANCE SURPRISES**

- **WORK WITH RECOGNIZED LEADERS**

- **TREAT PEOPLE WITH DIGNITY**

- **WEAVE CHANGE ONTO EXISTING CULTURE**

- **PUT YOURSELF IN YOUR CUSTOMER'S PLACE**

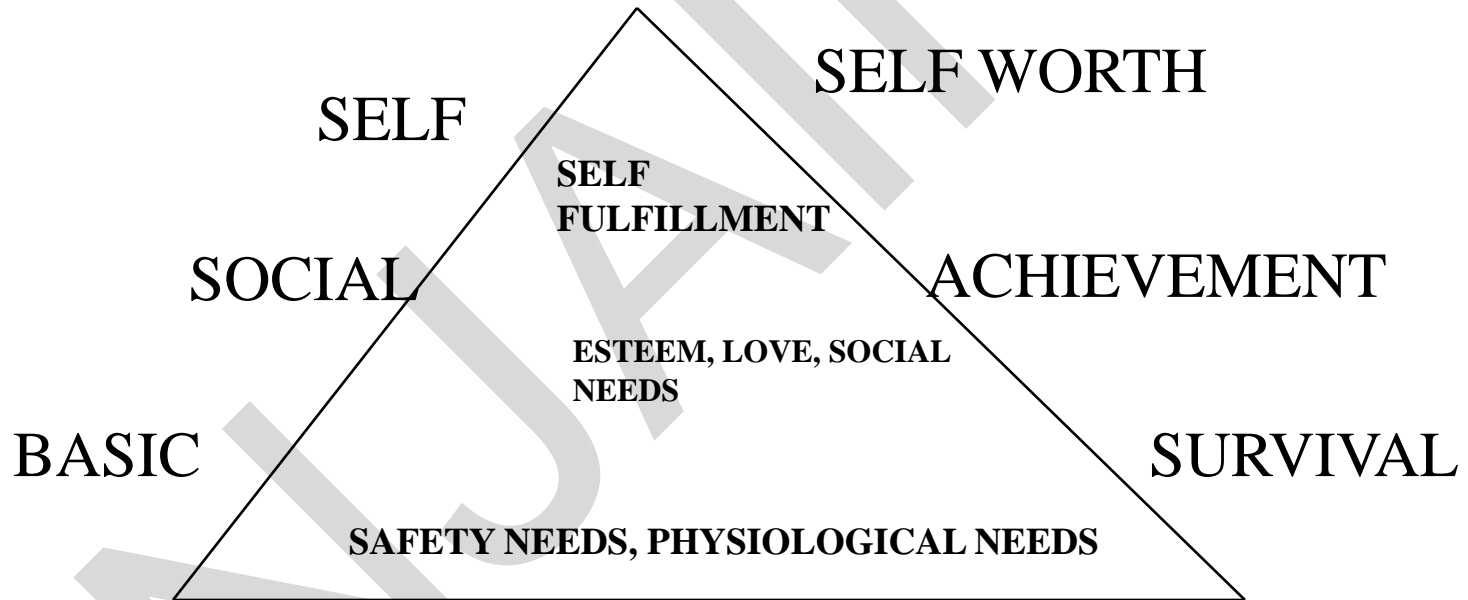# Industrial Hygiene Program Management
LEADERSHIP/DECISION MAKING TRAITS

- **TECHNICAL COMPETENCE**
- **COMMITMENT**
- **COMMUNICATION ABILITY**
- **PERSISTENCE**

Industrial Hygiene Program Management

MASLOW'S HIERARCHY OF NEEDS

SELF WORTH

SELF

SELF FULFILLMENT

SOCIAL

ACHIEVEMENT

ESTEEM, LOVE, SOCIAL NEEDS

BASIC

SURVIVAL

SAFETY NEEDS, PHYSIOLOGICAL NEEDS

BASIC MOTIVATION THEORY

THEORY X

PEOPLE ASSUMPTIONS:

WORK AS LITTLE AS POSSIBLE

LACK AMBITION

PERSUADED, REWARDED, PUNISHED OR CONTROLLED

Industrial Hygiene Program Management
BASIC MOTIVATION THEORY

THEORY Y

PEOPLE ASSUMPTIONS:

- **HAVE POTENTIAL FOR DEVELOPMENT**

- **LEAD TO THEIR OWN GOALS TOWARD ORGANIZATIONAL OBJECTIVES**

- ***INCLINED TOWARD MEETING ORGANIZATIONAL GOALS***

Industrial Hygiene Program Management
BASIC MOTIVATION THEORY

THEORY Z

CHARACTERISTICS:

- **CONSENSUAL & PARTICIPATIVE**

- **INDIVIDUAL RESPONSIBILITY**

- **STRONG EGALITARIAN ATMOSPHERE**

- **OPEN COMMUNICATION, TRUST & COMMITMENT ARE COMMON**

Industrial Hygiene Program Management
SKILLS USAGE
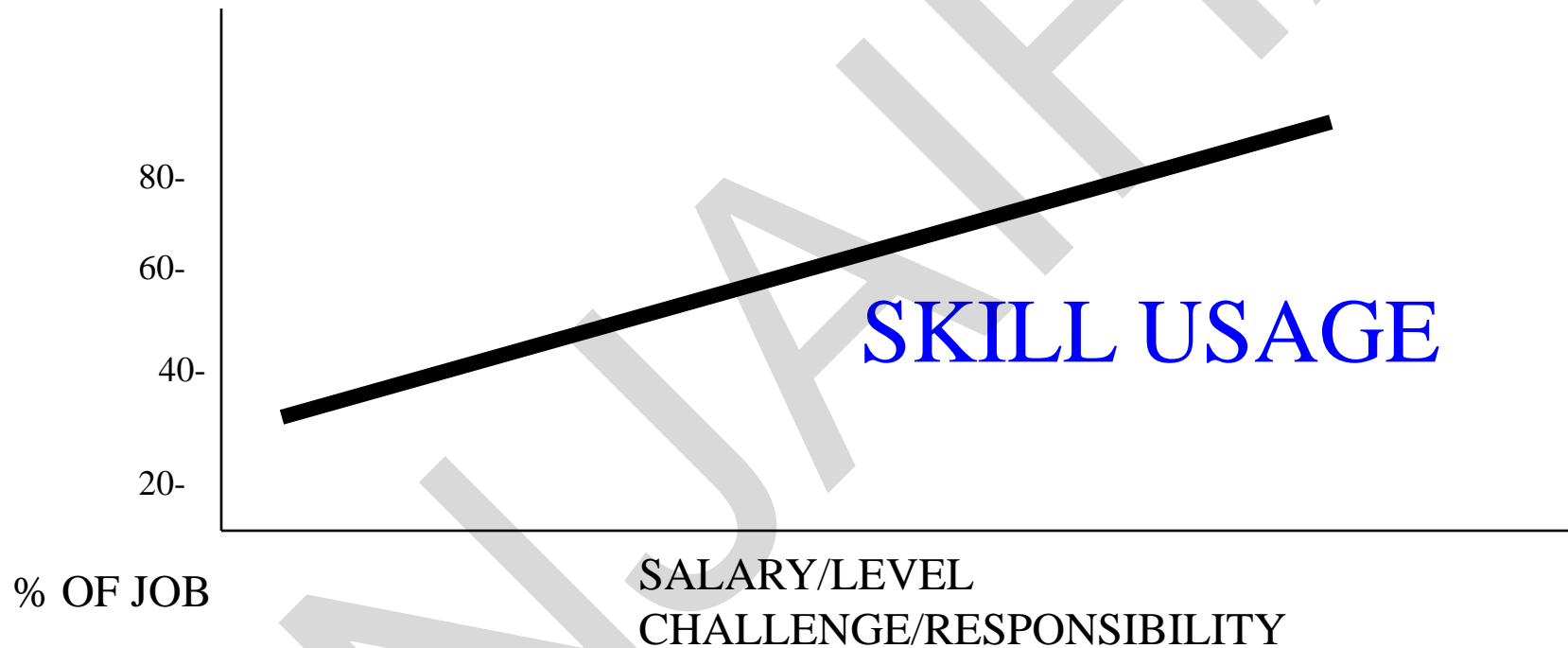
Industrial Hygiene Program Management
MANAGER SKILLS YOU NEED

ADAPTIVE/SELF MGMT. SKILLS

-INITIATIVE   -DIPLOMACY

-RISK –TAKING-OPTIMISM

RELIABILITY -ENTHUSIASM

PERSISTENCE-DECISIVENESS

Industrial Hygiene Program Management
WHAT MAKES A EHS MGR.

GUIDE (Band Mgr.)

VS.

CONTRIBUTION FUNCTION (Bruce Springsteen)

Industrial Hygiene Program Management
WHAT IS A EHS MGR.??

ONE WHO KNOWS THE CORPORATION

- ITS GOALS

- ITS FUTURE

- THE RELATIONSHIP OF HIS/HER FUNCTION TO THE CORPORATION

…A MGR. GETS RESULTS THROUGH OTHERS!!!!!

S▲FETY
a culture of unconditional
dedication to safety

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Industrial Hygiene Program Management

Not through random Luck?

Industrial Hygiene Program Management
WHAT IS A MGR.??

-Unselfish
-Can-do attitude
-Make others look good
-Make it about the larger goal of the team
-Recognize achievements of teammates
-Be persistent
-Believe in themselves when few others do

*taken from The Sunday Star-Ledger, Steve Adubato, 2/19/12

Industrial Hygiene Program Management

BUILD CREDIBILITY AS EHS MGR.

- **KEEP YOUR PROMISES**

- **BE COMPETENT**

- **OFFER CONSTRUCTIVE CRITICISM**

- **KEEP AN EVEN TEMPERAMENT**

- **ASK QUESTIONS AND LISTEN**

Industrial Hygiene Program Management
DEVELOP THE OTHER PERSON'S STRENGTHS

- GIVE OPPORTUNITIES

- GIVE RECOGNITION

- HOW AND/OR WHERE TO GET HELP

- KEEP THE PERSON MOVING AHEAD

- HELP THE PERSON MEASURE PROGRESS

- HELP OVERCOME SHORTCOMINGS-COACH, TEACH, INSPIRE

- ASK FOR OPINIONS, THEN ACT ON THEM

Industrial Hygiene Program Management
EHS DECISION MAKER

- **MAKE EFFECTIVE DECISIONS** (BEST, ALTERNATE)

- **COMMUNICATE** (WHAT WOULD YOU DO)

- **ANALYZE** (RIGHT ANSWERS TO ASK)

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Industrial Hygiene Program Management

HOW EHS PROFESSIONALS CAN INCREASE INFLUENCE ON THEIR BOSS

- **STAY AHEAD**

- **MAKE HIM/HER LOOK GOOD**

Global Health & Safety Performance
Percent Improvement 1/1/05 – 12/31/06

- **GO THE EXTRA STEP**

- **COMPLIMENT**

Industrial Hygiene Program Management
"LONE EHS PROFESSIONAL"

HOW TO BECOME A TEAM MEMBER….

- **EMPOWER TEAM MEMBERS**
- **PAY ATTENTION TO FIRST MEETINGS (IMPRESSIONS)**
- **STAY COMMITTED WHEN GOING GETS TOUGH**
- **CELEBRATE EVERY SUCCESS-NO MATTER HOW SMALL**
- **ENGAGE IN THE PROCESS-NOT AT YOUR DESK**
- **RECOGNIZE AND REWARD MEMBERS OF TEAM**

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Industrial Hygiene Program Management
Planning

Each objective must be SMART…

SPECIFIC
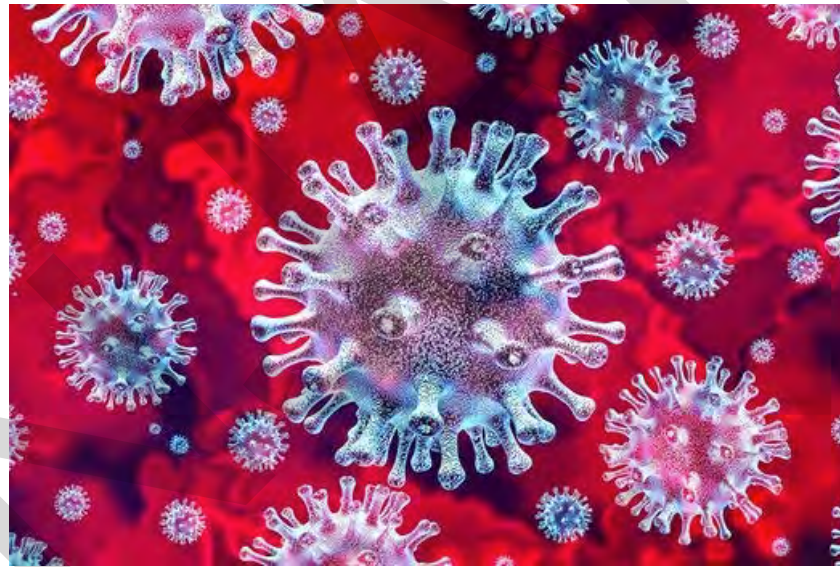
MEASURABLE

ATTAINABLE

REALISTIC

TIME-LIMITED

Industrial Hygiene Program Management
CRISIS MANAGEMENT
COVID Pandemic

1. Response plans are current
2. County, Multi-state, Federal teaming & cooperation
3. Best and aternative solutions
4. Worse case scenarios-do not downplay
5. Supplies, equipment, PPE, etc.

Industrial Hygiene Program Management
Be Accountable

INTERNAL & EXTERNAL CUSTOMER SELLING

- BE VISIBLE TO MANAGEMENT

- KNOW THAT YOU ARE A VALUABLE TEAM MEMBER TO HELP WITH BOTTOM LINE

- PRIORITIZE WITH COMPANY GOALS AND OBJECTIVES

- ASSIST SALES AND MARKETING (ENHANCE PRODUCT OR SERVICE)

- SUPPORT AND NOT HALT

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Industrial Hygiene Program Management
BUDGETING

- Traditional (what & where)

- Program (what, where & why)

- Zero-based (all line items must be approved)

Industrial Hygiene Program Management
BUDGETING

Zero-budgeting

- **Objectives are formulated**

- **Determined**

- **Evaluated by analysis**

- **Ranked in order of importance**

Industrial Hygiene Program Management

Corporate Social Responsibility*

Move beyond business aspects of safety!

-Focus on how EHS management demonstrates good governance and social responsibility

-Let EHS realign itself-value-add to stakeholders

-Champion for people, planet and profits.

*Aligning Safety & Social Responsibility, Jeffery C. Camplin, Professional Safety, May, 2011.

Industrial Hygiene Program Management
TECHNICAL ABILITY IS NO INDICATOR OF MGMT. POTENTIAL

- **ARE YOU PART OF THE PROBLEM IN NOT GETTING EHS AS A MGMT. FUNCTION**

- **ARE YOU A TECHNICIAN STRUGGLING TO BECOME A MGR.**

- **CAN YOU LET GO OF THE TECHNOLOGIST ROLE IN ORDER TO BECOME A MGR.**

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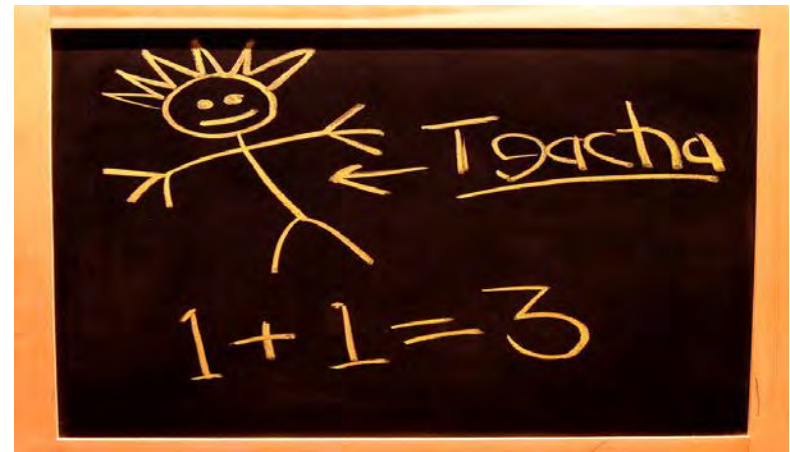
Industrial Hygiene Program Management

***Risk Communications…**

•Cardinal rule: first do no harm.

•Foster trust and confidence.

•Avoid personal opinions.

•Avoid speculation.

•Have fact sheets and background materials prepared.

Industrial Hygiene Program Management

*Risk Communications…

•State conclusions first and proceed with supporting information.

•Correct any errors.

•Stress facts.

•Don't say "no comment" or speak for others.

•Admit if information is not known or available.

*"Communicating in a Crisis", Risk Communication Guidelines for Public Officials, USDHHS, http://www.hhs.gov/od/documents/RiskCommunication.pdf

Review Questions

MANAGEMENT QUESTIONS

1. WHAT IS MEANT BY A LEARNING CURVE?

A. INCREASE LEARNING NEW CONCEPTS AND IDEAS UNTIL A PLATEAU IS REACHED.

B. CONTINUE TO LEARN AS NEW CHALLENGES AND OPPORTUNTIES ARISE?

C. A NORMAL LEARNING FUNCTION IS MAXIMIZED AT A KNOWLEDGE LEVEL OF EXPERIENCE AND EDUCATION?

D. THE LEARNING CURVE CAN ONLY BE through CONTINUING TO EDUCATE RATHER THAN WORK THROUGH WORK EXPERIENCE?

MANAGEMENT QUESTIONS

1. WHAT IS MEANT BY A LEARNING CURVE?

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MANAGEMENT QUESTIONS

2. How does management establish objectives on OSHA compliance as an objective?

A. Too broad

B. Top management does not feel important

C. Difficult to establish and evaluation process

D. Too specific

MANAGEMENT QUESTIONS

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3. **Industrial hygiene level to manager transition requires which of the following ascending skills?**

A. **Calibration, equipment, analytical, problem solving, writing, risk taking**

B. **Risk taking, writing, calibration equipment, analytical, problem solving**

C. **Calibration, equipment, analytical, risk taking, writing problem solving**

D. **Problem solving, writing, risk taking, calibration equipment, oral presentations**

MANAGEMENT QUESTIONS

3. **Industrial hygiene level to manager transition requires which of the following ascending skills?**

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MANAGEMENT QUESTIONS

4. I.H. Manager needs to set up logical objectives which requires:

A. Itemizing by length of time to complete

B. Preparing and prioritizing

C. Planning based on immediate needs of company

MANAGEMENT QUESTIONS

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A. Itemizing by length of time to complete

B. Preparing and prioritizing

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MANAGEMENT QUESTIONS

5. Political and socioeconomic factors are not important considerations in which of the following processes:

A. Risk Communications

B. Risk Assessment

C. Risk Management

D. Risk Acceptability

MANAGEMENT QUESTIONS

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B. Risk Assessment

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MANAGEMENT QUESTIONS

6. The primary focus of an organization?

   A. Growth and profit

   B. Opportunities for development

   C. Bring common employees together to do uncommon things

   D. Share holders

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A. **Growth and profit**

B. Opportunities for development

C. Bring common employees together to do uncommon things

D. Share holders

MANAGEMENT QUESTIONS

7. Too many levels of management, chronic and recurring internal problems and numerous meetings attended by many people are typically symptoms of:

    A. Poor communications

    B. Lack of management training

    C. Poor employee morale

    D. A flawed organizational structure

    E. Understanding

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MANAGEMENT QUESTIONS

7. Too many levels of management, chronic and recurring internal problems and numerous meetings attended by many people are typically symptoms of:

    A. Poor communications

    B. Lack of management training

    C. Poor employee morale

    D. A flawed organizational structure

    E. Understanding

Management Questions

8. Which of the following is not an important aspect of an industrial hygiene/safety manager's duties:

A. Dedication to the IH profession

B. Preparing and implementing industrial hygiene programs

C. Fostering good relations between management and subordinates

D. Ensuring that upper management understands safety and health and profit are not exclusive

Management Questions

8. Which of the following is not an important aspect of an industrial hygiene/safety manager's duties:

A. Dedication to the IH profession

B. Preparing and implementing industrial hygiene programs

C. Fostering good relations between management and subordinates

D. Ensuring that upper management understands safety and health and profit are not exclusive

9. Common law requires employers to:

A) Provide a workplace free of hazards

B) Compensate employees for workplace injuries

C) Provide a workplace that is reasonably safe

D) Provide Workers' Compensation Insurance

MANAGEMENT QUESTIONS

9. Common law requires employers to:

A) Provide a workplace free of hazards

B) Compensate employees for workplace injuries

C) Provide a workplace that is reasonably safe

D) Provide Workers' Compensation Insurance

MANAGEMENT QUESTIONS

10. Workers' Compensation represents a significant business expense for employers. To a large extent, employers can influence their net cost for this coverage by:

A) Obtaining a low rate prospective experience rating plan

B) Improving their experience modification rate

C) Obtaining a low rate retrospective experience rating plan

D) Negotiating with casualty insurance carriers

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MANAGEMENT QUESTIONS

10. Workers' Compensation represents a significant business expense for employers. To a large extent, employers can influence their net cost for this coverage by:

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B) Improving their experience modification rate

C) Obtaining a low rate retrospective experience rating plan

D) Negotiating with casualty insurance carriers

MANAGEMENT QUESTIONS

11. A supervisor's job responsibilities include which of the following except?

A. Make sure employees comply with safety rules and procedures
B. Instruct employees in how to work safely
C. Establish a safety program
D.   All of the above.

MANAGEMENT QUESTIONS

11. A supervisor's job responsibilities include which of the following except?

A. **Make sure employees comply with safety rules and procedures**
B. **Instruct employees in how to work safely**
C. **Establish a safety program**
D.   **All of the above.**

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12. When a process is running " in control" it is considered to be:?

A.Running within tolerance
B.Maintaining a high capability
C.Stable, predictable
D.In need of an adjustment

MANAGEMENT QUESTIONS

12. When a process is running " in control" it is considered to be?

A. Running within tolerance.
B. Maintaining a high capability.
C. Stable, predictable.
D. In need of an adjustment.

MANAGEMENT QUESTIONS

13. During the audit process it is important to:

A. Attempt to avoid interfering with the normal work flow.
B. Take the interviewee's word for what he or she says.
C. Always conduct the audit interview away from the machinery to insure safety.
D. All of the above.

MANAGEMENT QUESTIONS

13. During the audit process it is important to:

A. Attempt to avoid interfering with the normal work flow.
B. Take the interviewee's word for what he or she says.
C. Always conduct the audit interview away from the machinery to insure safety.
D. All of the above.

MANAGEMENT QUESTIONS

14. Management of employees includes the following key responsibilities?

A. Hiring, job definition, discipline, strategic planning, delegation.

B. Staffing, delegation, education, customer satisfaction.

C. Staffing, job descriptions, performance appraisal, career development.

D. Delegation, business plans, discipline, hiring/firing, budgets.

MANAGEMENT QUESTIONS

14. Management of employees includes the following key responsibilities?

A. Hiring, job definition, discipline, strategic planning, delegation.

B. Staffing, delegation, education, customer satisfaction.

C. Staffing, job descriptions, performance appraisal, career development.

D. Delegation, business plans, discipline, hiring/firing, budgets.

15. The common way a Manager can best maximize his/her EHS program is through the use of all the following except?

A.Inspections.
B.Management training.
C.Surveys.
D.Financial Penalties.

15. The common way a Manager can best maximize his/her EHS program is through the use of all the following except?

A.Inspections.
B.Management training.
C.Surveys.
D.Financial Penalties.

MANAGEMENT QUESTIONS

16. In management, one has to make the right decisions. Who should make decisions under theory Z management style?

A.The President.
B.The lowest level employee.
C.A team/department.
D. Middle layer of management.

MANAGEMENT QUESTIONS

16. In management, one has to make the right decisions. Who should make decisions under theory Z management style?

A. The President.
B. The lowest level employee.
C. A team/department.
D. Middle layer of management.

17. Of the four basic techniques of risk management, which techniques are MOST useful when working with a risk that has high severity and high frequency?

A. Avoidance and transfer.
B. Avoidance and reduction.
C. Reduction and keeping.
D. Retention only.

MANAGEMENT QUESTIONS

17. Of the four basic techniques of risk management, which techniques are MOST useful when working with a risk that has high severity and high frequency?

A.Avoidance and transfer.
B.Avoidance and reduction.
C.Reduction and keeping.
D.Retention only.

MANAGEMENT QUESTIONS

18. It is generally accepted that the most effective safety program places safety responsibility on the:

A.Chief executive officer
B.Safety director
C.Supervisor
D.Employee

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MANAGEMENT QUESTIONS

18. It is generally accepted that the most effective safety program places safety responsibility on the:

A. Chief executive officer
B. Safety director
C. Supervisor
D. Employee