

The Compass



AMERICAN SOCIETY OF SAFETY ENGINEERS

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Safety & Health Management Systems Assessments

By Paul A. Esposito, CSP, CIH

This article presents a safety and health management system and assessment methodology that describes a process and provides a tool to measure the ability of management to achieve and maintain compliance and continuous improvement regardless of an entity's management style.

Defining Management Systems

Business safety and health risks are either regulated by government agencies (e.g., OSHA standards) or industry (e.g., insurance carriers attempt to control workers' compensation), or are controlled through good business practices (e.g., safe work procedures, employee attitudes toward safety rules). Management responds to the need for reliable control of these risks with a broad range of systems or processes that employ physical, operational and management controls otherwise known as a "management system."

Management is defined as a "process of setting objectives, organizing resources to attain these predetermined goals, then evaluating the results for the purpose of determining future action" (Hodgetts).

A management system or process is designed to respond to and control the inherent risk of an operation and mimic the organization's structure and culture of the organization.

Process is defined as a "series of actions, changes or functions that bring about an end result. To put through the steps of a prescribed procedure." As a process, each program has a series of activities that makes up its implementation strategy. Therefore, the overall program can only be as strong as its weakest link. For example, when assessing an inspection program process, one should expect certain components or steps. If an inspection program is designed, procedure written and inspectors trained, yet issues are not tracked to closure, one will typically find severe weaknesses in the program's overall effectiveness. As a result, numerous repeat findings that may contribute to incidents will be noted.

Likewise, a system is defined as a "group of interaction, interrelated or interdependent elements forming or regarded as forming a collective entity." In a system, each element requires a consistent set of guiding principles. For example, to maximize the chance for success, one would expect an inspection program to have: a) a written procedure; b) communication of this procedure; c) a training program for inspectors; d) tailored forms to use; e) analytical skill on the part of inspectors; f) a system to record, track and close findings; and g) a measurement and feedback system to monitor

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New Hospitality Branch Picks Up Steam

The Hospitality Branch of the Management Practice Specialty (MPS) has been quietly taking form since its kick-off in June 2000. Even prior to that official recognition, many members recognized that an area of safety specialty existed in the hospitality sector. Tourism is one of the top three industries in terms of revenue in all 50 states. A study in the *Hotel and Motel Management Journal* reported that the number one consideration of the traveling public is safety—far ahead of quality, price and experience. To that end ASSE, the Council on Practices and Standards and the MPS have formed the Hospitality Branch to expand our expertise and con-

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Fall 2001 • Volume 1, Number 1

Where We've Been, Where We're Going

It's hard to believe, but fiscal year 2000-2001 has come and gone. It was a year of many challenges and many rewards. When I took over as administrator last year, I found that my predecessor, Marcy Thompson, had left a great "base" upon which to build. I was fortunate to be blessed with an Assistant Administrator, Robb Potts, and Executive Secretary, Brownie Petersen.

Robb, Brownie and I worked as a team with Rennie Heath at headquarters. We took the time to do things right, not just do them for the sake of doing something. We first updated the MPS strategy thanks to the hard work of Bruce Jacobs. The strategy dictated that five committees and three task groups be established. A detailed list of expectations, based on the strategy, was established for each committee and task group. Each committee and task group was staffed with committed volunteers. Robb, Brownie and I had the good fortune to serve as sponsors for each so that we could monitor progress and provide direction and support as needed.

The Awards & Honors Committee, under the leadership of Brownie Petersen and Warren Brown, prepared and submitted a professional package of nominations for CoPS awards such as the Practice Specialty Achievement Award, Safety Professional of the Year Award and Best Newsletter Article. As a result, MPS was the only practice specialty to receive the Practice Specialty Achievement Award and Robb Potts received the SPY award. The committee also made sure that all who had contributed to the MPS were recognized in some fashion at the recent PDC.

The Conferences and Seminars Committee, under the leadership of Charles Bishop and Roland Jagutis with support from Robb Potts, sponsored several submittals for the recent PDC; of these, two were selected. Scott Geller made a presentation on "Safety Leadership to Bring Out the Best in People." Robert Pater discussed "Leadership Skills for the 21st

Century." The committee also helped to moderate workshops and assist with the CoPS booth

and Student Luncheon/Roundtable.

The Membership Development Committee, under the leadership of Chris Gates and David Crowley, made preparations for conducting a survey. The Nominations Committee, under the leadership of Bill Oliver and Dave Bentley, was dormant as no elections were held this past year.

The Publications Committee, under the leadership of Lori Carpenter, Newsletter Editor, and Kathy Wunschel, with support from me, developed a process that maps out all steps required to publish a newsletter from start to finish. A tool was also developed in the form of a matrix that defined for each newsletter what articles and information were required and when it was due. This process and tool provided an organized methodology for putting together a newsletter in the most-efficient manner possible. All MPS newsletters were submitted to headquarters on or before the deadline and were published on time.

The Hospitality Task Group, under the leadership of Tim Jones and Fay Feeney with support from Robb Potts, made great progress by developing a mission and goals statement. The group also participated in the International Hotel and Restaurant Show in Las Vegas. They were also well-received at a RIMS Hospitality Risk Managers session.

The Website Task Group, under the leadership of Bruce Jacobs with support from Brownie Petersen, made significant process in developing an outline to define proposed content of the site. The group also had discussions with head-



Don Jones, P.E., CSP, M.B.A.

2000-2002 MANAGEMENT PRACTICE SPECIALTY OFFICERS

ADMINISTRATOR

Don Jones, P.E., CSP, M.B.A.
225.353.6097
djones@dow.com

ASSISTANT ADMINISTRATOR

Robert (Robb) Potts, CSP
817.347.5476
Robert.Potts@dannon.com

NEWSLETTER CO-EDITORS

Lori Carpenter, ASP
570.963.5377
lmcarpenter@bemis.com
Kathleen Wunschel, ARM
401.333.1700
Kathy_Wunschel@brushwellman.com

AWARDS & HONORS CHAIR

Christopher M. Gates, ARM
cmgates@eee.org

CONFERENCES & SEMINARS CHAIR

Charles L. Bishop, CSP
Charles_Bishop@hlp.com

MEMBERSHIP DEVELOPMENT CHAIR

David Crowley
d_crowley@hphood.com

NOMINATING CHAIR

David A. Bentley
dbentley@dcplohja.com

NEWSLETTER LAYOUT & DESIGN

Susan Carlson
ASSE headquarters staff
scarlson@asse.org

American Society of Safety Engineers

1800 E. Oakton St.
Des Plaines, IL 60018

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S&H Management Systems

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whether the management system is meeting expectations.

As a collection of systems, the success of one element influences the success of the others and vice versa. For example, an incident investigation procedure that blames employees for “not being careful” typically means that safe work procedures and hazard controls are largely administrative or verbal, rather than documented or analyzed as part of a job hazard analysis (JHA). It means hazards are not likely to be abated. In other words, without good hazard analysis and clearly identified safe work procedures, an investigation program may not be very effective in preventing repeat occurrences.

Many have attempted to define safety management systems. They can include:

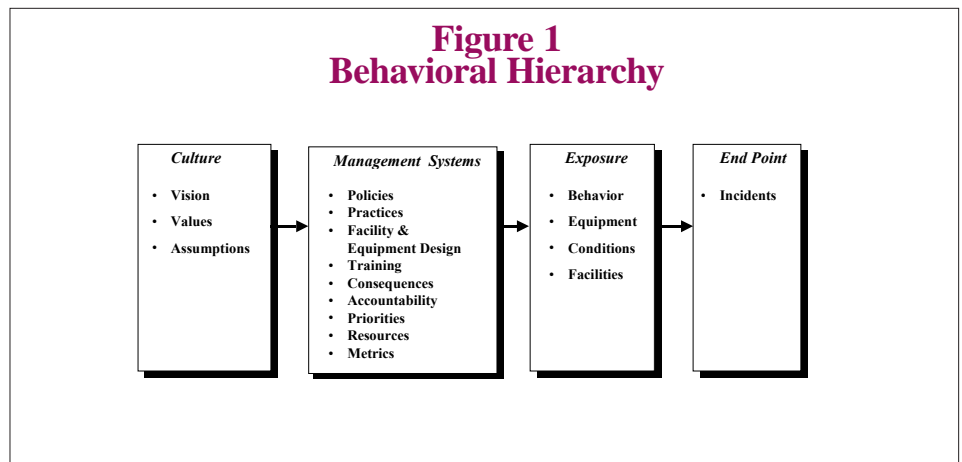
- culture;
- understanding, recognizing, evaluating and controlling;
- planning, organizing, directing and controlling;
- ISO’s plan, do, act, check;
- Use of tools such as communication, responsibility, authority and accountability.

Each of these can be considered a management system. The bottom line is that unsafe acts, unsafe conditions and incidents are all symptoms of something wrong with a management system (Petersen).

According to quality professionals, the term “quality management system” is the ISO standard itself being a quality system that companies follow. *The McGraw-Hill Encyclopedia of Quality Terms and Concepts* describes a quality system as a “body of practices, responsibilities, policies and procedures used by an organization to implement and preserve levels of quality in products, processes, and services” (pg. 296).

More specifically, a management system’s purpose is to manage behavior of all personnel who perform tasks in the content/subject/topic that the system addresses. In addition, the collection of management systems within related subject areas is also considered a management system.

For example, accountability is a management system element. Within accountability are processes such as implementation strategy and procedure, assignment of responsibility, records,



metrics, and a means to communicate this to affected parties and management. Management then uses the metrics to monitor results. The system includes a feedback loop and means to measure effectiveness. Therefore, a management system is the process for how things get done. In terms of safety and health management, within and throughout each element, regardless of how the elements are defined (e.g., OSHA’s program management guidelines, ISO 18000) these processes would be consistent.

What Comes First, System or Behavior?

Many safety professionals feel that the key element of a good safety program is efforts to modify behavior—to encourage safe behavior. If safety professionals could create an atmosphere where safe behavior is the standard, then incidence rates would improve significantly. Some behavior theorists have constructed the behavioral hierarchy concept depicted in Figure 1 (Krause).

These theorists would argue that it is critical to have a management system or process in place in order to actually achieve results (e.g., reduce exposures and incidents) and, thus, change behavior.

Based on Figure 1, each item to the left must be chronologically in place before the item on the right (control of incidents) can be effective. For example, to affect the end point or incidents, controls must be placed on the exposure. This is accomplished via behavior modifications, as well as through changes in equipment, conditions and facilities to reduce or eliminate risk.

To control exposures, management systems must be in place so that consistent elements are executed or implemented to achieve controls. Finally, it will be difficult to implement safety management systems

if employee safety is not valued as part of the corporate culture. Many companies cite the value of employees in their safety and health policy, yet routinely disregard safety considerations in favor of production. Without a true feeling throughout the company that safety is a core value, efforts to implement management systems and control exposures will prove to be a long and arduous task.

OSHA’s Program Management Guidelines

In 1989, OSHA defined its health and safety management system in the Program Management Guidelines (*Federal Register* Jan. 26, 1989) seven years after the Voluntary Protection Program (VPP) was first implemented. These “guidelines” were a result of years of study and efforts to correlate the elements of management systems common to the most successful programs.

In the notice that announced these guidelines, OSHA explained:

“OSHA has concluded that effective safety and health management of worker safety and health protections is a decisive factor in reducing the extent and severity of work-related injuries and illnesses. . . .”

Four principles and 26 elements, define the Program Management Guidelines (Figure 2).

Management Commitment

Management commitment provides the motivating force and the resources for organizing and controlling activities within an organization. In an effective program, management regards worker safety and health as a fundamental value and applies its commitment to safety and health protection with as much vigor as to other organizational purposes.

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Employee Involvement

Employee involvement provides the means through which workers develop and/or express their own commitment to safety and health protection, for themselves and fellow workers. Notice that employee involvement is actually a part of, or under, the management category. Employees will only become involved to the extent management provides opportunity and encouragement.

Worksite Analysis

Worksite analysis involves a variety of worksite examinations to identify existing hazards as well as conditions and operations in which changes might occur to create hazards. Being unaware of a hazard that stems from failure to examine the worksite is a sure sign that safety and health policies and/or practices are ineffective. Effective management actively analyzes the work and worksite to anticipate and prevent harmful occurrences.

Hazard Prevention & Control

Hazard prevention and control is triggered by a determination that a hazard or potential hazard exists. Where feasible, hazards are prevented by effective design of the jobsite or job. Where this is not

feasible hazards, they are controlled to prevent unsafe and unhealthful exposure. Elimination or controls is accomplished in a timely manner, once a hazard or potential hazard is recognized.

Training

Safety and health training addresses the safety and health responsibilities of all personnel concerned with the site, whether salaried or hourly, contractor or worker. It is often most effective when incorporated into other training about performance requirements and job practices. Its scope depends on the size and complexity of the worksite, and the nature of present and potential hazards at the site.

To implement processes and systems and allow them to occur, each program (e.g., PPE, industrial hygiene) must have each element of a management system in place. For example, a PPE program if implemented to a management systems approach would require many of the above elements.

Evaluating Management Systems: A Different Kind of Thinking

To be effective, a management system should be documented, communicated, followed and measured. One such measurement tool is an audit or assessment. Sometimes called an evaluation, one can

evaluate a program's strengths and weaknesses by looking at the management systems or processes for each program.

Likewise, a management systems evaluation will sometimes look at systems or processes common to each program to determine programmatic strengths and weaknesses more economically. In business today, this assessment has evolved into a widely practiced, highly respected element in the management of safety and health programs at companies of all sizes.

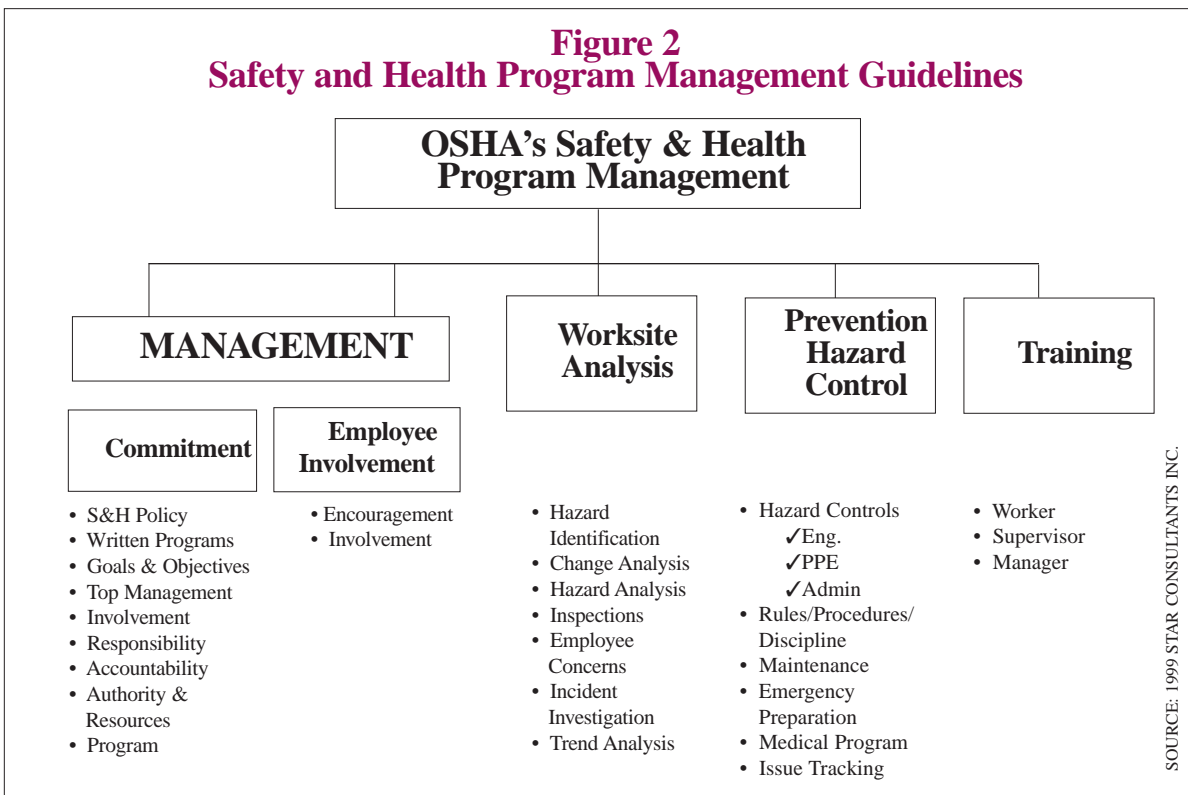
When evaluating systems, an assessor must adopt a different kind of thinking or perspective that sees beyond mere compliance. The assessor must be able to look at issues such as effectiveness, process and organizational culture to determine how a safety and health program is designed. During the assessment, the assessor asks:

- Do safety and health programs incorporate the science of safety, not just common sense?
- Are safety programs part of existing management processes or just orphan programs?
- Does the system facilitate employee involvement?
- Is there a plan for continuous improvement? Is it followed?
- Is each program metrics-driven? Is appropriate data (both prospective and retrospective) used?

• Are all corrective commitments tracked to closure?
These are some of the overriding philosophies used to evaluate a management system.

The Assessment (Audit) Process
What is an assessment? It is a systematic, documented, periodic, objective evaluation of how well an organization, its management and equipment are performing with the aim of safeguarding the workplace. Are hazards safeguarded by: a) facilitating management control of

Figure 2
Safety and Health Program Management Guidelines



SOURCE: 1999 STAR CONSULTANTS INC.

health and safety practices; and b) assessing compliance with company policies, that include meeting regulatory requirements? That is, an assessment evaluates a company's ability to achieve and maintain compliance; provides management with the confidence that work-related risks are being properly managed. The business of safety and health management system assessments are quickly becoming an industry standard.

Just as successful safety and health programs incorporate management systems or processes, so to does the successful assessment. Foremost, the evaluation criteria are defined and documented. An assessment process or protocol typically includes:

- developing evaluation criteria, with instructions to assessors that address:

- documents to be reviewed;
- interviews to be performed;
- places or issues to be observed by each criteria:

- rating system;
- priority or ranking system;
- reviewing documents;
- procedures;
- records;
- interview authors;
- interview recordkeepers;
- performing interviews;
- workers;
- supervisors;
- managers;
- conducting visual observations;
- retest records;
- areas of strength;
- areas of weakness.

Of critical importance, and the primary difference between a compliance audit and a management systems assessment, is the interview process. This is how the assessor determines the "why" and "how" to learn whether processes are truly implemented and effective.

A subsequent report typically lists the programs or systems reviewed and a narrative account of that examination. The report may also contain a schedule of needed changes, with target completion dates, responsible parties and space to document the date when changes are actually completed. Some reports include pictures of situations that are excellent and those that need improvement. Some provide grading systems or scoring metrics so that each year's results can quickly be compared to previous years. Some companies make these reports available to all interested employees.

An assessment is not a survey or an inspection, although these play a role and are performed during an assessment. The ultimate goal of an assessment is to identify strengths and weaknesses to answer the question "why?"

For example, regulatory findings or observations are treated as symptoms of a management system or process failure. So when you ask "why?" enough times of the right people, the answer should tie back to a strength or weakness in one or more of the 26 management system (OSHA) elements. By identifying these underlying system failures or root causes, you can develop the improvements needed to better control these failures.

Therefore, a management systems assessment defines the current status of a program and can predict failures and losses. A fundamental component of the management systems assessment is to ensure that the proper mechanisms are in place for a program's success. A properly designed assessment will not only identify strengths and weaknesses, it will quantify them as well, so meaningful corrective actions (goals and objectives) can be tracked, trended, developed and implemented.

Benefits

Since being adopted as the safety and health management system by OSHA's VPP, companies and sites implementing the program management guidelines have recorded incredible successes. Overall, VPP participants experience recordable injury and illness rates 60 to 80 percent below industry averages.

Likewise, days-away case rates result in 50 to 60 percent improvements within a few years. Implementing a management systems approach does not happen overnight: it takes on average two to three years (in some cases, five years) to fully convert a management culture or safety program into a functional, operating world-class system.

Summary

While good management systems must be in place if safety and health are to remain a visible top priority or value within a company, safety and health programs benefit from annual assessments. Such an examination helps ensure that the programs continue to contribute toward meeting the current year's goals and objectives. Further, it will help reveal changes needed to steer the programs toward next year's goals, while driving true continuous improvement. ■

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Paul A. Esposito, CSP, CIH, is president of and a principal with STAR, an Annapolis, MD firm specializing in health, safety and environmental management consulting. He holds a Master's in Safety and Health Management from Johns Hopkins University.

Ask the Experts

Today's safety, health and environmental professionals face myriad challenges in their efforts to improve workplace safety and health. We want to help. Send questions about your most-pressing issues to *The Compass*. We'll share them with a panel of Management Practice Specialty experts and print their responses in future issues. This is a great way to open a dialogue with your peers, share ideas and exchange knowledge. Send your questions to

Tim Fisher
ASSE Director, Practices & Standards
1800 E. Oakton St.
Des Plaines, IL 60018-2187
e-mail tfisher@asse.org

Questions must be related to the practice of safety and will appear based on a space-available basis.

New Hospitality Branch

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tribute to the industry. Our target audience includes hotels, motels, resorts, theaters, golf operations, casino/gaming, restaurants, amusement parks and other entities within the hospitality industry.

In June 2000 a pilot group met in Orlando, FL to establish the focus and direction of the branch. A second meeting was held in Las Vegas in December 2000 to establish the branch's mission statement and goals. Further organizational development was then completed by the steering committee in June 2001 in Anaheim, CA. The long-range plan is being completed under the leadership of Fay Feeney.

Successes

One of our initial successes has been working with the American Hotel and Lodging Assn. (AHLA) The Hospitality Branch delivered a very well-received presentation at the Las Vegas International Hotel and Restaurant Assn. Show held June 11-12. The ASSE booth was on display and many AHLA members expressed interest in learning more about ASSE, accessing our professionals and partnering with us to support safety in hospitality operations.

The presentation featured an expert panel that discussed "Merging Safety with Guest Services." Panelists were Tim Jones, CSP, panel moderator, director of safety,

MGM Grand Hotel; Rob Bee, CSP, CIH, ARM, safety manager, Walt Disney World; John Cheffer, CSP, manager of regulatory compliance, Travelers Property Casualty Corp.; and Fay Feeney, CSP, ARM, president, Safety Leadership.

Jones explained that the presentation was designed to discuss merging the ergonomics approach to safety practice with the delivery of quality guest service. Cheffer gave an overview of the history of ergonomics regulation and legislation and discussed future developments. He then followed with a discussion of how the ergonomics approach to safety practice can reduce injuries, as well as insurance claims and premiums. Feeney and Jones then coordinated a presentation of food service and house-keeping service use of the ergonomics approach to operating procedures, training and tools. Bee then described the Disney experience of applying the ergonomics approach to safety practice. Attendees

were impressed with the real-world examples of applying safety programs to enhancing guest services.

Mission

"The Hospitality Branch of the ASSE is the premier resource to promote, represent and enhance the safety, health, and environmental interests that are unique to the hospitality industry. The Hospitality Branch represents our members, the industry and the public in the protection of guests, employees, property and the environment."

Goals

- To advise and assist members in the conduct of their own safety programs, develop professionalism and promote standards of best practices.
- To open and maintain a vigorous dialogue on issues of common interest between our members with the goal of better serving the hospitality industry.
- To investigate and disseminate information about areas of common safety and health concern.
- To promote the value of utilizing the skills of safety professionals in the hospitality industry.
- To represent our membership in the hospitality industry through participation in other professional organizations.
- To participate on technical and standards boards that formulate safety specifications for operations, methods, equipment, supplies and services applied to the Hospitality Industry.
- To enhance and contribute to the body of knowledge incorporated in ASSE's Council on Practices and Standards.

CoPS: An Update from Anaheim

By Edwin I. "Brownie" Petersen

Management Practice Specialty Administrator Don Jones, acting in his new capacity as Vice Chair for the Council on Practices and Standards (CoPS), started the June 10 CoPS meeting in Anaheim with a brief introduction and explanation of the day's agenda. Each practice specialty was represented to present its respective report. The Engineering Practice Specialty provided an account of an issue recently addressed by BCSP. It was proposed that engineers who successfully pass the P.E. exam and the CSP exam should be considered "safety engineers." BCSP positioned its response on requirements for licensing of professionals being dependent on education-based college attendance and graduation from a recognized college of engineering. It was reported that currently no universities offer a recognized accredited degree in safety engineering. Based on this, BCSP could not support the recommendation.

Web-based surveys were discussed as well. This new technique is being used to develop the body of knowledge white paper and has proven to be a powerful tool for member surveys. It was also reported that Society's Board of Directors had approved the Academic Practice Specialty.

Marcy Thompson, ASSE's Vice President of Finance, reviewed the proposal to change the fiscal year, which was to be presented at the House of Delegates meeting. She also discussed a future issue about relating dues to the Consumer Price Index. ASSE's Executive Director Fred Fortman reported on the current status of partnership efforts between ASSE and AIHA.

Prior to adjourning the meeting, Jones noted the Society's current emphasis on students, who will be the Society's future leaders. He also emphasized the importance of working as a team for the benefit of CoPS and the Society as a whole.

Edwin L. "Brownie" Petersen, CSHM, is principal engineer/scientist, Thiokol Propulsion Div., Cordant Technologies Inc., Brigham City, UT.

Nominations Are Open Management Practice Specialty Notice of Election

Nominations are open for election of officers for the 2002-2004 term in the Management Practice Specialty. Offices open for election are administrator and assistant administrator. To be considered for nomination to either of these offices, an individual must be a professional member of ASSE prior to taking office; a member of the Management Practice Specialty; and shall not concurrently hold any other Society office.

The Nominating Committee will consider all qualified Management Practice Specialty members who indicate an interest in running for each office and will nominate not more than two such members for each office by Jan. 15, 2002. Members who indicate an interest but are not nominated will be notified of their right to seek nomination by petition by Jan. 20, 2002.

One percent, but not less than 25 members of the Management Practice Specialty, may also, by written petition, submit qualified nominees by Feb. 15, 2002, for the open offices to the Nominating Committee.

The Nominating Committee will obtain the approval of the current administrator, assistant administrator, and Society Nominating and Elections Committee of the slate of practice spe-

cialty officer candidates by Feb. 15, 2002.

If uncontested, the nominated slate will be declared elected by acclamation, which will be announced in the next Management Practice Specialty newsletter published after February 15, 2002.

If either office is contested, ballots will be distributed, accompanied by biographies of the candidates involved, to all Management Practice Specialty members no later than April 30, 2002, with a deadline for return of the ballots not less than 30 days hence.

A majority vote will be decisive. The nominee receiving a plurality of the votes cast for each office will be considered elected.

The deadline for submitting the name of an interested Management Practice Specialty member is Dec. 15, 2001. Indications of interest should be sent to:

David Bentley, Chair
Management Practice Specialty
Nominating Committee
c/o LOPAREX, INC.
1101 Warp Rd.
Dixon, IL 61021
Fax: (815)284-8431
dave.bentley@upm-kymmene.com

BCSP Specialty Exam Accredited by NCCA

The CSP Ergonomics Specialty Examination is now accredited by the National Commission for Certifying Agencies (NCCA), the Board of Certified Safety Professionals (BCSP) reports. This validates ergonomics expertise of certified safety professionals (CSPs), expands credibility and increases job opportunities in this area of professional safety practice, according to BCSP. Ergonomics, the first CSP specialty examination offered by BSCP under the new specialty structure, became available in December 1998.

BSCP has held NCCA accreditation since 1994. NCCA (www.ncca.org) sets national standards for peer certification boards and provides an external review of policies, procedures and examinations of boards which apply for recognition. Organizations may become accredited by NCCA if they demonstrate compliance with accreditation standards. NCCA is the only national accreditation body for private certifications in all disciplines.

"We are excited to announce the accreditation of this exam," says Roger Brauer, Ph.D., P.E., CSP, BCSP executive director. "This recognition continues to verify the high quality of the CSP certification."

The CSP Ergonomics Specialty Examination consists of the following domains, or areas of knowledge: work physiology, ergonomics management issues, job-related risk factors, human error, design/redesign issues.

BCSP Completes Study of Professional Safety Practice

Results from the most-comprehensive study of professional safety practice in nearly 20 years are now available, BCSP reports. The 66-page report, "Job Analysis Study for Certified Safety Professional Examinations" (Technical Report 2001-1),

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Administrator's Message

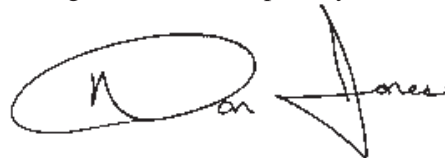
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quarters on content and layout.

It would be easy for the MPS to sit back and rest on its laurels. However, we will continue to make progress on a several fronts. By this time next year, several top-quality presentations will have been made and deserving members recognized at the 2002 PDC. Also, a member survey will have been conducted and three excellent newsletters published. The website will be operating at full speed and a brand new Hospitality Branch will be up

and running. In addition, a new administrator and assistant administrator will have been elected and in office.

It has been said many times that those things which are the most rewarding in life are those that present the most significant challenge and require the greatest amount of effort. This is certainly true of those things accomplished by the Management Practice Specialty.



BCSP Completes Study of Professional Safety Practice

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contains results from a survey of nearly 1,500 safety professionals.

The study was designed to validate the functions and tasks that define professional safety practice and the knowledge and skills needed to perform them. Revisions to the blueprints for the Safety Fundamentals and Comprehensive Practice Examinations were also based on the results. BCSP uses these examinations to evaluate the knowledge and skills of professional safety practitioners prior to awarding them the CSP designation. The new examination blueprints will be implemented in late 2001.

The validation report highlights results of 27 demographic questions and contains tables showing the four functions/domains and 24 tasks/responsibilities that safety professionals perform in practice. It also details the 192 types of knowledge and 147 skills needed to perform these tasks.

The report can be purchased from BCSP for \$25 (Illinois residents add \$1.63 sales tax.) Call (217) 359-9263 for more information.

*Compiled by Lori Carpenter, ASP,
Newsletter Editor of the Management
Practice Specialty.*

Mark Your Calendar!

Construction Safety Symposium
November 8-9, 2001
New Orleans

Seminarfest
January 20-26, 2002
Primm, Nevada

**Business of Safety
Symposium**
March 7-8, 2002
Dallas, TX



**For further information,
visit www.asse.org.**

PDC Activities

Members Recognized At PDC

By Edwin L. "Brownie" Petersen

The Management Practice Specialty was very visible at the recent Professional Development Conference in Anaheim, CA, when it came to accepting awards for the contributions that they have made to the practice specialty and the Society.

Don Jones, P.E., CSP, MBA, Administrator of the Management Practice Specialty, received the Society's Edgar Monsanto Queeny Safety Professional of the Year Award.

Robb Potts, CSP, Assistant Administrator for the Management Practice Specialty, received the Council on Practices and Standards Safety Professional of the Year Award.

Edwin L. Petersen, CSHM, MA, Executive Secretary for the Management Practice Specialty, received the Council on Practices and Standards Vice Presidents Meritorious Service Award, and the Management Practice Specialty Safety Professional of the Year Award.

The Management Practice Specialty was also the only practice specialty to receive the Council on Practices and Standards Practice Specialty Achievement Award.



Edwin "Brownie" L. Petersen, CSHM, MA, Executive Secretary for the Management Practice Specialty, received the Council on Practices and Standards Vice Presidents Meritorious Service Award (above), and the Management Practice Specialty Safety Professional of the Year Award (left).



Management Practice Specialty Administrator Don Jones accepts the CoPS Achievement Award.



Robert (Robb) Potts, CSP, (right), receives CoPS SPY Award from Kathy Seabrook, CSP, RSP (UK), Vice-President CoPS at the 2001 PDC in Anaheim.



**American Society of Safety Engineers
Management Practice Specialty
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Des Plaines, Illinois 60018-2187**

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