



"The Public Interest"

Health/Safety and Environmental Issues

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"Some Management and Supervisory Aids in Thinking" ed.

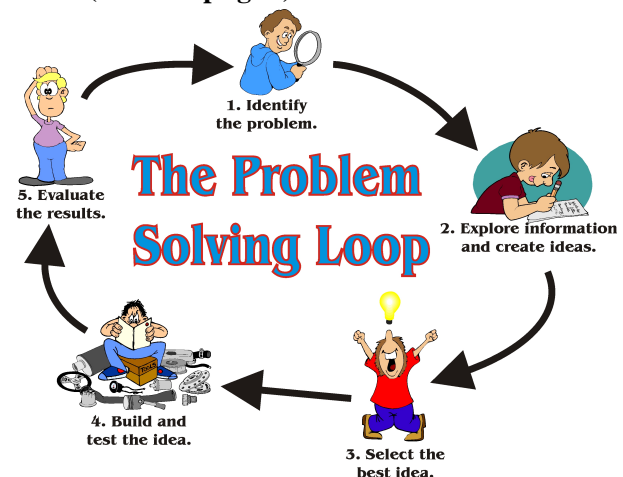
During my stay in the PA Masters program at CSUDH I was introduced to a very elegant yet simple definition of Management. Management is "getting things done through people, on time and under budget". Despite its simplicity, the order and importance of the critical terms "through people, on time and under budget" is often reversed to only read "on time and under budget". It has long been my premise that without the requisite applied people skills the latter part of the definition is simply not consistently attainable within the context and content of T8CCR 3200 "Purpose" which states in part that "To fulfill the expressed social public policy of the State of California set forth in Article XX, Section 21 of the Constitution,... Every employer should provide their supervisory staff with a copy of these orders and assure that each supervisor is familiar with those sections pertaining to the operations under their supervision". Setting aside the requisite people skills, the following "readers guide" version on supervisory activities may provide a reminder of the complexities associated with supervision. Remember that CSHO's must render an opinion on the "Effectiveness" of the Health and Safety Program and all its elements. Enjoy!

<http://www.calhr.ca.gov/Training/Pages/index-free-training-for-managers-and-supervisors.aspx>

For original text follow the hyperlink below:

<http://managementhelp.org/management/guidebook.htm#anchor227239>

What Do Supervisors Do? Supervision of a group of employees often includes: Conducting basic management skills (decision making, problem solving, planning, delegation and meeting management; Organizing their department and teams; Noticing the need for and designing new job roles in the group; Hiring new employees; Training new employees; Employee performance management (setting goals, observing and giving feedback, addressing performance issues, firing employees, etc.); and Conforming to personnel policies and other internal regulations. (Cont'd page2)



Management and Supervisory Aids – Cont'd

CORE SKILLS IN MANAGEMENT & SUPERVISION

Problem Solving and Decision Making. Much of what managers and supervisors do is solve problems and make decisions. New managers and supervisors, in particular, often solve problems and decisions by reacting to them. They are "under the gun", stressed and very short for time. Consequently, when they encounter a new problem or decision they must make, they react with a decision that seemed to work before. It's easy with this approach to get stuck in a circle of solving the same problem over and over again. Therefore, as a new manager or supervisor, get used to an organized approach to problem solving and decision making. Not all problems can be solved and decisions made by the following, rather rational approach. However, the following basic guidelines will get you started. Don't be intimidated by the length of the list of guidelines. After you've practiced them a few times, they'll become second nature to you -- enough that you can deepen and enrich them to suit your own needs and nature.

1. Define the problem (with input from yourself and others). Ask yourself and others, the following questions: a) What can you *see* that causes you to think there's a problem?, b) Where is it happening? c) How is it happening? d) When is it happening? e) With whom is it happening? (HINT: Don't jump to "Who is causing the problem?" When we're stressed, blaming is often one of our first reactions. To be an effective manager, you need to address issues more than people.) f) Why is it happening? and g) Write down a five-sentence description of the problem in terms of "The following should be happening, but isn't ..." or "The following is happening and should be: ..." As much as possible, be specific in your description, including what is happening, where, how, with whom and why. (It may be helpful at this point to use a variety of research methods. Remember that defining complex problems also requires you verify your understanding of the problem, then prioritize the problem and finally, understand your role in the problem.

2. Look at potential causes for the problem

a. It's amazing how much you don't know about what you don't know. Therefore, in this phase, it's critical to get input from other people who notice the problem and who are effected by it. b) It's often useful to collect input from other individuals one at a time (at least at first). Otherwise, people tend to be inhibited about offering their impressions of the real causes of problems. c) Write down what your opinions and what you've heard from others. d) Regarding what you think might be performance problems associated with an employee, it's often useful to seek advice from a peer or your supervisor in order to verify your impression of the problem, and e) Write down a description of the cause of the problem and in terms of what is happening, where, when, how, with whom and why.

3. Identify alternatives for approaches to resolve the problem

a. At this point, it's useful to keep others involved (unless you're facing a personal and/or employee performance problem). Brainstorm for solutions to the problem. Very simply put, brainstorming is collecting as many ideas as possible, then screening them to find the best idea. It's critical when collecting the ideas to not pass any judgment on the ideas -- just write them down as you hear them. (A wonderful set of skills used to identify the underlying cause of issues is [Systems Thinking](#).)

4. Select an approach to resolve the problem

When selecting the best approach, consider: a) Which approach is the most likely to solve the problem for the long term? b) Which approach is the most realistic to accomplish for now? Do you have the resources? Are they affordable? Do you have enough time to implement the approach? c) What is the extent of risk associated with each alternative? (The nature of this step, in particular, in the problem solving process is why problem solving and decision making are highly integrated.)

5. Plan the implementation of the best alternative (this is your action plan)

a) Carefully consider "What will the situation look like when the problem is solved?" b) What steps should be taken to implement the best alternative to solving the problem? What systems or processes

(Management Cont'd)

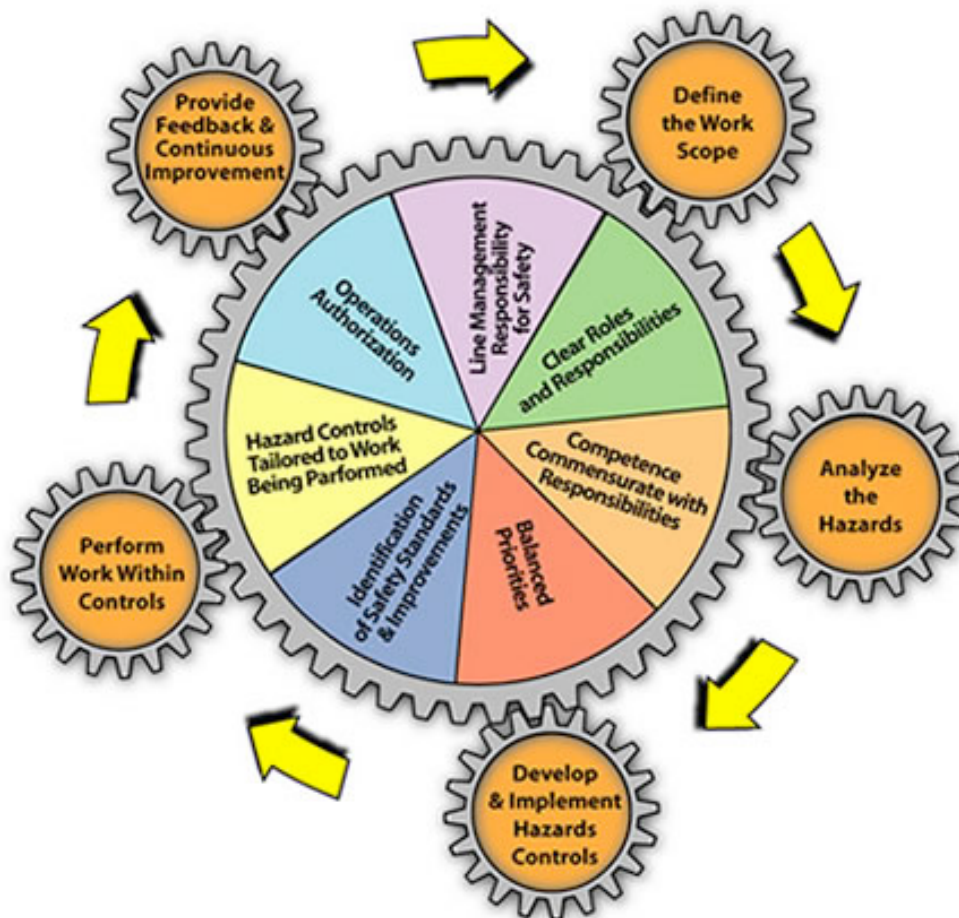
should be changed in your organization, for example, a new policy or procedure? Don't resort to solutions where someone is "just going to try harder". c) How will you know if the steps are being followed or not? (these are your indicators of the success of your plan) d) What resources will you need in terms of people, money and facilities? e) How much time will you need to implement the solution? Write a schedule that includes the start and stop times, and when you expect to see certain indicators of success. f) Who will primarily be responsible for ensuring implementation of the plan? g) Write down the answers to the above questions and consider this as your action plan. h) Communicate the plan to those who will be involved in implementing it and, at least, to your immediate supervisor. (An important aspect of this step in the problem-solving process is continually observation and feedback.)

6. Monitor implementation of the plan

Monitor the indicators of success: a) Are you seeing what you would expect from the indicators? b) Will the plan be done according to schedule? c) If the plan is not being followed as expected, then consider: Was the plan realistic? Are there sufficient resources to accomplish the plan on schedule? Should more priority be placed on various aspects of the plan? Should the plan be changed?

7. Verify if the problem has been resolved or not

One of the best ways to verify if a problem has been solved or not is to resume normal operations in the organization. Still, you should consider: a) What changes should be made to avoid this type of problem in the future? Consider changes to policies and procedures, training, etc. b) Lastly, consider "What did you learn from this problem solving?" Consider new knowledge, understanding and/or skills and c) Consider writing a brief memo that highlights the success of the problem solving effort, and what you learned as a result. Share it with your supervisor, peers and subordinates.



2014 Notable Citations See: <https://www.dir.ca.gov/dosh/citation.html>

Date Issued	Establishment	Violations	Description and Proposed Penalty	Documents by Inspection #	Appeal Documentation by Docket #
8/20/2014	Menzies Aviation	Serious Accident Related – 3 Serious – 1 Regulatory – 1 Total Violations - 5	Proposed penalties: \$77,250	317541076: Citation documents Narrative Summary	N/A
7/14/2014	National Distribution Center dba NFI	Serious - 4 General - 1 Total Violations - 5	Proposed penalties - Failure to abate: \$308,435 Original citation: \$27,830	316215441: Citation documents (failure to abate) 316208636: Citation documents (original citation)	13-R3D3-0049 through 13-R3D3-0053 : Appeal documents Order document
4/28/2014	Coker Equipment Inc.	Failure to Abate General – 4 General – 1 Total Violations - 5	Proposed penalties: \$143,075	317230753 : Citation documents	Appeal documents
4/25/2014	Tesla Motors, Inc.	Serious – 6 General – 1 Total Violations - 7	Proposed penalties: \$89,000	317216729 : Citation documents Narrative Summary	Appeal documents
4/17/2014	Bay Area Rapid Transit District	Willful/Serious – 3 Total Violations - 3	Proposed penalties: \$210,000 Citations were issued to the Bay Area Rapid Transit District	316819051 : Citation documents	Appeal documents
4/14/2014	Three Frogs Inc.	Serious - Accident Related – 5 Serious – 3 General – 5 Total Violations - 13	Proposed penalties: \$91,865	317230167 : Citation documents Narrative Summary	I-317230167 through III-317230167: Appeal document I Appeal document II Appeal document III
4/11/2014	Butler Amusement Inc.	Willful / Serious – 3 Total Violations - 3	Proposed penalties: \$101,250	316727502 : Citation documents	14-R2D5-1413 through 14-R2D5-1415 : Appeal documents
4/10/2014	Gerdau Reinforcing Steel West	Serious – 2 General – 1 Total Violations - 3	Proposed penalties: \$36,750	315776625 : Citation documents Narrative Summary	Notice of Investigation