

Support Services Review

2013 Eviron Health & Saftey Becky Cole

1. What are the primary services or outcomes provided by the support service area and what is the impact of those services and outcomes on students and other key stakeholders?

The Environmental Health Safety and Insurance area is made up of the following groups:

- Environmental Health Safety and Insurance
- Emergency Management
- Security Management

The collective mission of these groups is to provide a safe, healthy, secure and prepared environment for the ACC community to foster learning and productive work environment in support of Board Policy C-10. Providing leadership and direction in the planning, development, implementation and evaluation of the College-wide Environmental Health and Safety management system, security management, all hazards emergency management programs, business continuity and risk minimization programs to ensure a safe working environment, secure facilities, security of college assets, intellectual assets, information technology/computer systems, resulting in a safe, secure environment for the college community. Area services include:

Environmental Health Safety and Insurance

Development, implementation and maintenance of an environmental health and safety management system, which includes procedures and training, to ensure a safe, healthy workplace for employees and a safe, learning environment for students and visitors. Main focus is protecting human health and the environment.

- Conducts site assessments, reviews and self-inspections. Analyzes and interpret results, recommends appropriate corrective actions, communicates results and follows up on issues or concerns until completion.
- Develops, implements, and maintains ACC policies and procedures ensuring adherence to local, state, and federal environmental, health and safety regulations. Keeps abreast of changes to laws and regulations that impact the organization. Serves as a contact with federal, state, and local regulatory bodies.
- Reviews and updates policies, programs, and procedures ensuring inclusion of any new legal requirements.
- Reviews and investigates accident/incident reports, compiling findings and recommendations for corrective actions into summary report.
- Develops, implements, and coordinates Safety, Health, and Environmental College wide training.
- Participates in shared governance process as a task force member. Provides technical knowledge on health and safety related issues, plans, and projects for implementation.
- Assists with the design and development of facilities, work areas and work procedures and ensures the implementation of environmental, health and safety requirements accordingly.
- Develops and directs short and long range organizational goals, objectives, strategic plans, policies and operating procedures; monitors and evaluates effectiveness, and effects changes required for improvement.
- Designs, establishes and maintains an organization structure and staffing to effectively

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accomplish the organization's goals and objectives. Provides managerial direction and control of departmental activities; plans, directs, and reviews the activities and operations of the department; provides leadership and supervisors directly and, through subordinate supervisors, all department staff. Directs contractual services as needed.

- Directly manages the development, implementation and evaluation of the College-wide Environmental Health and Safety management system, security management programs and risk minimization to ensure the security and safety of college facilities, assets, intellectual assets, information technology/computer systems. Results provide a safe, secure environment for the entire college community.
- Coordinates with regulatory authorities and city and state advisory committees regarding issues such as environmental issues, regulatory/safety issues, crisis management, security management and others.
- Provides college wide guidance regarding "best practices" for business security standards, solutions and guidance to maintain a secure environment for the protection of personnel, property and information.
- Oversees and provides direction for major environmental, health, safety, security management, or insurance projects.
- Oversees long-range planning and development of security management programs; oversees development efforts for security standards and college-wide implementation of standards.
- Directs the development, implementation and assessment of ACC crisis management/business continuity policies and procedures and emergency operations activities. Ensures adherence to emergency management goals, including providing for restoration of services, functions, and facilities as timely as possible.
- Participates and provides leadership on various college-wide committees, councils and process improvement teams, acting in an advisory capacity.
- Directs College-wide training and ensures appropriate steps are taken to ensure College-wide regulatory compliance.
- Administers operational budget and long-range Facilities Improvement budget planning cycle in support of security management, crisis management, business continuity, environmental, health, and safety and college insurances.

Security Management:

Providing a safe, secure learning/work environment for students, staff and visitors, as well as protecting district facilities and assets through the implementation of integrated security management system. This system includes: CCTV, access control, locks and keys.

- Implementation and evaluation of the College-wide security program and risk minimization programs to ensure a secure facility, physical security and security of college assets, intellectual assets, information technology/computer systems and a secure environment for the college community.
- Provides college wide leadership and direction in all areas of security, loss control, security best practices and security programs including strategic planning and campus wide collaboration. Collaborates with college administration and department and external groups to effectively

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resolve security related issues.

- Establishes and implements short and long range organizational goals, objectives, strategic plans, policies, standards and operating procedures; monitors and evaluates effectiveness, and effects changes required for improvement that will ensure the highest level of security for ACC staff and assets and the lowest risk of loss and liability to the organization.
- Monitors security conditions and conduct ongoing analysis of data received from both external and internal sources, and advise administration on appropriate risk mitigation strategies.
- Develops and implements a security training strategy for the college community and ensures appropriate steps are taken to ensure College wide security compliance. Provides frequent communications to the college community concerning security.
- Oversees and provides direction for major security related projects and physical security technologies including but not limited to; various card key access systems, alarm systems, video surveillance systems, security services, IT and data security systems and various other related systems.
- Oversees and directs security efforts across the college to identify security initiatives and standards. Provides technical expertise and facilitates implementation.
- Participates and provides leadership on various college wide committees, councils and process improvement teams, acting in an advisory capacity.
- Provides college wide guidance regarding "best practice" business security standards, solutions and guidance to maintain a secure environment for the protection of personnel, property and information.
- Interprets security laws, regulations, and contract requirements; directs subordinates in enforcing compliance; and maintains relationships with law enforcement, regulatory agencies, and other issuers of security requirement.
- Oversees security incident response planning and investigation of breaches; assists with disciplinary and legal matters associated with such breaches.

Emergency Management:

Development, implementation, management and maintenance of a college wide, comprehensive all hazards emergency management program to prepare for and direct action of the college community in the event of an emergency.

- Develops, coordinates, facilitates and maintains ACC crisis management policies and procedures and emergency operations activities ensuring adherence to the emergency management goals of: Protecting life, health, and safety; Securing and protecting facilities, property and equipment from loss; Maintaining essential academic and business services and operations; Providing for restoration of services, functions, and facilities as timely as possible; Continuously assessing the effectiveness of the policies, procedures, activities and organizational structure and provide feedback for continuous improvements.
- Serves as a contact with federal, state, and local emergency response groups. Develop relationships with local fire, law enforcement, EMS providers and local emergency management groups.
- Reviews and updates policies, programs, and procedures ensuring inclusion of any new legal requirements. Keeps abreast of changes to laws and regulations that impact the College. Utilizes

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best practices in emergency management and planning.

- Reviews and investigates incidents, compiling findings and recommendations for corrective actions into summary report.
- Develops, implements, and coordinates College-wide emergency training. Prepare and deliver appropriate training to all constituents of the college community.
- Works with all areas of college to facilitate, implement, maintain and exercise an effective college wide business continuity plan that strives to reduce the possibility that ACC operations will be interrupted in the event of a disaster.
- Participates in shared governance process as a committee member. Provides technical knowledge on emergency preparedness and related issues, plans, and projects for implementation.
- Assists with the design, development and implementation of: disaster preparedness plans and training programs, emergency operations drills, department level emergency and mitigation plans, and interdepartmental activities. Routinely communicates emergency management preparedness measures to all constituents of the college community.

Impact of services and outcomes on students and other key stakeholders:

- Reduce potential for injury, loss of life to employees, Faculty, staff, students, visitors
- Eliminate unsafe working and learning environment.
- Maintain compliance with regulatory requirements. Non-compliance may result in fines, unfavorable coverage in media, may result in buildings being closed until issues are corrected.
- Support the initiative of Student Success by providing educational facilities that provide a safe, healthy, secure and prepared learning and working environment through providing a robust, meaningful EHS management system.

2. What are the strengths, weaknesses, opportunities, and threats present that enhance or hinder the unit's ability to provide those services and meet expected outcomes during the next five years?

Strengths:

The top three categories in the strength exercise were: service oriented, expertise and responsive. The strengths identified indicate that the EHS group is staffed with highly qualified, dedicated, caring personnel that exhibit outstanding customer service. They truly care about making a difference in the safety culture at ACC and care about the college community and their safety while on ACC campuses. They are responsible and accountable, willing to get involved in correcting problems which has resulted in ACC being a safer place to work and learn.

Weaknesses:

The top three categories in the weakness exercise were: cross institutional engagement, planning and prioritizing and lack of support from administration /upper management. A close fourth in weaknesses was the lack of staffing within this area. These weaknesses indicate that the area has not been as effective as they could have been. The history of this area is that safety has been pushed from the bottom up and has had little visible support from the administration/upper management.

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Much time and effort is spent in a reactive manner, rather than having a culture that supports proactive measures. The scope and breadth of responsibilities is quite large with a small group tasked with district wide responsibilities. Very often time is spent on addressing issues that have become safety problems because someone else was not doing their job or being held accountable for their lack of action. Because of the reactive nature of the culture, planning and prioritization of support is difficult due to everything being a last minute emergency. It is difficult and often unacceptable in the safety world to tell customers that you are too busy to help them with an issue. With limited staffing, this results in too many things being started and taking too long to complete – ends up being a balancing act rather than being able to implement a strategic plan. Some faculty feel that implementing safety measures is an infringement upon their academic freedom rather than improving the educational atmosphere and providing the required hazard free, safe, healthy environment for students and employees. They view safety as an imposition and frequently put EHS staff in the undesirable role as safety “police”. Safety has been included in all job descriptions and is part of PEP but does not have the appropriate level of support and focus college wide.

This lack of cross institutional engagement and upper management support will be incrementally detrimental to the overall EHS system district wide and will prevent the needed improvements to ACC EHS programs. Without the visible support of upper management, it will be difficult to obtain the needed cross institutional engagement to have a robust EHS management system. If the people who have ultimate responsibility for ensuring EHS compliance do not show visible support, it is basically impossible to get employees to buy in to the importance of their safety responsibilities.

Opportunities:

The top three categories in the opportunities SWOT exercise were: planning, lack of staffing and the need for college wide accountability. A close fourth was alignment of reporting structure. Attendees felt that area would benefit from doing a department self assessment and being able to develop a 5 year plan, similar to the Academic Master Plan. A means of prioritizing work would also be a benefit, along with looking at the entire EHS system. SWOT input recommends that EHS invent new process rather than using fully developed best practices that fit any application. There is no need to reinvent the wheel. This input indicates that EHS needs to conduct additional information sharing, explaining and training on the safety process. Additional input recommended more interaction and development of relationships with academic side of the institution. Lack of staffing is a significant impact on the effectiveness of the entire program for all areas in EHS. As the college grows, more staff is needed to further implement, maintain and foster safety programs and a safety culture. Additional management support and involvement is needed in the area of safety accountability throughout the college – each employee, from the President on down, has safety responsibilities. These comments are not unexpected as it is realized that on the continuum of a safety culture represented by:

- Safety is done to employees
- Safety is done for employees

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- Safety is done with employees
- Safety is done by employees

It is in the last step, where safety is done by employees, that the greatest breadth in EHS programs is realized. ACC is between the second and third step.

As we continue to grow the safety culture, more involvement of employees and upper management focus on importance will be necessary for us to move the culture forward.

Without the needed planning, staffing and college wide accountability, programs will stagnate and degrade, resulting in non-compliance, increase of work place hazards, potential fines, potential negative media coverage, reduced resilience to unexpected incidents and worst of all, increase in injuries to students and employees.

Threats:

The top three categories in the Threats SWOT exercise were: lack of support, lack of accountability and major incidents occurring here at ACC. Lack of staffing was a close fourth. Based on comments received, there is an extremely strong perception of total lack of support by upper management, PLT, and administration. Due to this lack of support, the needed buy in by supervisors, employees and Faculty has not been established. Until it is clear to employees that upper management/management: feels safety is important, sets clear expectations, supports accountability, visibly supports that EHS is everyone's responsibility, holds everyone accountable and to the same standards, the desired culture of being proactive rather than reactive, will not be achieved. The culture will be stymied and will not move farther than where it is currently. Accountability is an issue college wide.

3. Using the answers to the first two questions, what improvements to primary services and/or intended outcomes will occur during the next five years?

Improvements:

1. While EHS has no control over accountability/management support, the area does have the ability to influence actions in support of employees and supervisors being held accountable for their EHS responsibilities and to request visible management support for EHS programs. The area has also had the responsibility for implementing an EHS Management System delegated to them from the President of the College, who has ultimate responsibility for compliance. As a result of EHS efforts, safety responsibilities has been included in every employee, staff and faculty job description and safety is a section covered in the annual PEP evaluations done by supervisors. This action will incorporate EHS, Emergency Management and Security Management

Planned actions include:

- Support for this accountability/management support effort will be obtained from PLT and ACC

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President. EHS will schedule a presentation of plan, description of problems encountered and recommended solutions, including the following items.

- EHS will conduct supervisor's training at Dean / Director /Unit Head, including all supervisors in that group. The training will include: introduction to EHS and what areas do, supervisor EHS responsibilities, managing employee EHS responsibilities, safety behaviors and holding employees, faculty accountable for their EHS responsibilities and at risk behaviors.
- In addition, the mandatory EHS Training Matrix will be implemented college wide. This training matrix identifies required training for all employees based on their job responsibilities.
- An escalation process will be developed and implemented when areas are not in compliance with EHS programs/requirement or have not fulfilled their responsibilities for regulatory compliance. Examples of this would be not completing the required safety training, not submitting work area chemical inventory on annual basis, chemical using areas not conducting required documented inspections, etc. as required by EHS programs which are based on regulatory requirements or accepted best practices.

2. Each EHS area to develop 5 yr plan which will then be incorporated into an EHS and Insurance Master Plan. Plan will include the routine actions that the department/ or assigned area(s) must conduct to meet regulatory requirements, keep programs current, planned/required inspections, etc. Plan to be further developed to include needed improvements to overall area programs, processes, procedures, installations, etc. Plan to include target dates and expected outcomes. Plan to be tracked using Spreadsheet Tracking Software. Semi – annual review of each area's plan to determine if implementation is tracking to plan and if any adjustments need to be made to the plan.

Department to determine prioritization of various types of projects / support / response to requests, with particular focus on identifying what truly belongs to EHS and what truly belongs to other areas, should be managed by other areas with EHS support and what does not belong in the EHS area. As the plan is developed, appropriate metrics with checkpoints and measurements will be established and maintained.

Each EHS employee will own their section of the 5 year Master Plan and will be responsible for tracking progress, improvements, etc. on a quarterly basis. Will be reviewed quarterly by EHS management.

An annual survey will be conducted college wide to measure customer service and effectiveness of EHS (EHS, Emergency Management, Security Management, Administrative Areas within EHS) programs.

3. Self evaluation/annual review of all programs to be conducted. Self evaluation to include information on extent of implementation and effectiveness of program – what is working, what is

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not working. Program owner responsible for scheduling departmental review and for determining program improvements needed. One key component of the self evaluation will be customer input on effectiveness of program, any needed training or technical support area needs from EHS to have a successful program. Each review to include time line for implementation of improvements. Review of program will be presented to department for peer review and recommended corrective actions placed on the EHS 5 year master plan.

Each EHS employee will be responsible for their area of ownership as identified on the EHS Responsibilities Spreadsheet.

4. Texas Campus Safety and Security Audit: Corrective actions will be assigned and tracked using Spreadsheet Software. The current year's audit includes corrective actions for a district wide Laboratory Safety Manual and a district wide Workplace Violence program that encompasses faculty, staff, students, visitors, and customers. Audit has three year cycle for completion and re-audit. The results of the audit must be provided to the ACC Board of Trustees. Kristine Elderkin will be responsible for updates to PLT and Board of Trustees on six month schedule. This will be included in the 5 year EHS Master Plan.

5. According to the job description of the Executive Director of EHS and Insurance, position is responsible for following: "Designs, establishes and maintains an organization structure and staffing to effectively accomplish the organization's goals and objectives." Despite this responsibility, EHS has no direct control over staffing. However, it does have the ability to influence administration decisions and justify needs for additional headcount in order to support and maintain strong programs that support the mission of providing a safe, secure, prepared learning and working environment. Requests and justifications will be made on an annual basis during the annual budget process to bring light to needs for headcount and the business case justification for all requests. Becky Cole will be responsible and will track on annual basis upon budget approval by Board of Trustees.

Responsible person for this action is Executive Director, EHS and Insurance.

4. How will the unit measure the extent to which planned improvements have resulted in better service or intended outcomes for students or other key stakeholders?

Improvement	Measure	Baseline	Target	Current
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<p>Accountability/Management Support Improvements</p>	<p>PLT approval and President Backing will need to be obtained.</p> <p>Measurement will include % of unresolved escalations Measurement will include % of mandatory safety training completed – Measurement will include % of information sessions conducted at Dean/Unit Head Level – Measurement will include Updates to PLT/Board of Trustees every six months</p> <p>Measurement will include annual college wide survey on EHS effectiveness, upper management support/backing, accountable.</p>	<p>0</p>	<p>Targets to be determined. Multiple measurements to be used.</p>	<p>0</p>
<p>EHS 5 Year Master Plan Development</p>	<p>Target will be 85% compliance with 5 year plan. There will need to be an allowance for projects/activities that are required as a result of decisions made by the college, change in service needs, management of unforeseen situations, etc.</p> <p>Measurement will include Updates to PLT/Board of Trustees every six months - Target will 100%</p> <p>Measurement will include annual college wide survey on EHS effectiveness, upper management support/backing, planning , accountability.</p>	<p>0</p>	<p>0.85</p>	<p>0</p>

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EHS Self Evaluation	<p>Target will be 20% percentage of programs reviewed on an annual basis.</p> <p>Measurement will include annual college wide survey on EHS effectiveness, upper management support/backing, planning, accountability.</p>	0	20% of programs reviewed on an annual basis.	0
	Texas Campus Safety and Security Audit	0	75% of corrective actions completed or underway	2% corrective actions completed
Staffing Requests in Budget Process	staffing requests submitted and justified vs. approved staffing requests	0	50% of staffing requests approved	Request for additional staffing have been made in FY 2014 budget. Requests have been reviewed with EVP Business Services, with justifications.

5. How will the planned improvements align with and contribute to the Mission and Intended Outcomes of Austin Community College?

The improvements will further strengthen the EHS programs at ACC allowing the area to better support the initiative of Student Success by providing educational facilities that provide a safe, healthy, secure and prepared learning and working environment through providing a robust, meaningful EHS management system.

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