Ethics, Organization & Personnel Committee

Health and Safety Program Update

Item 7b

March 13, 2023

Protecting Our Most Valuable Asset

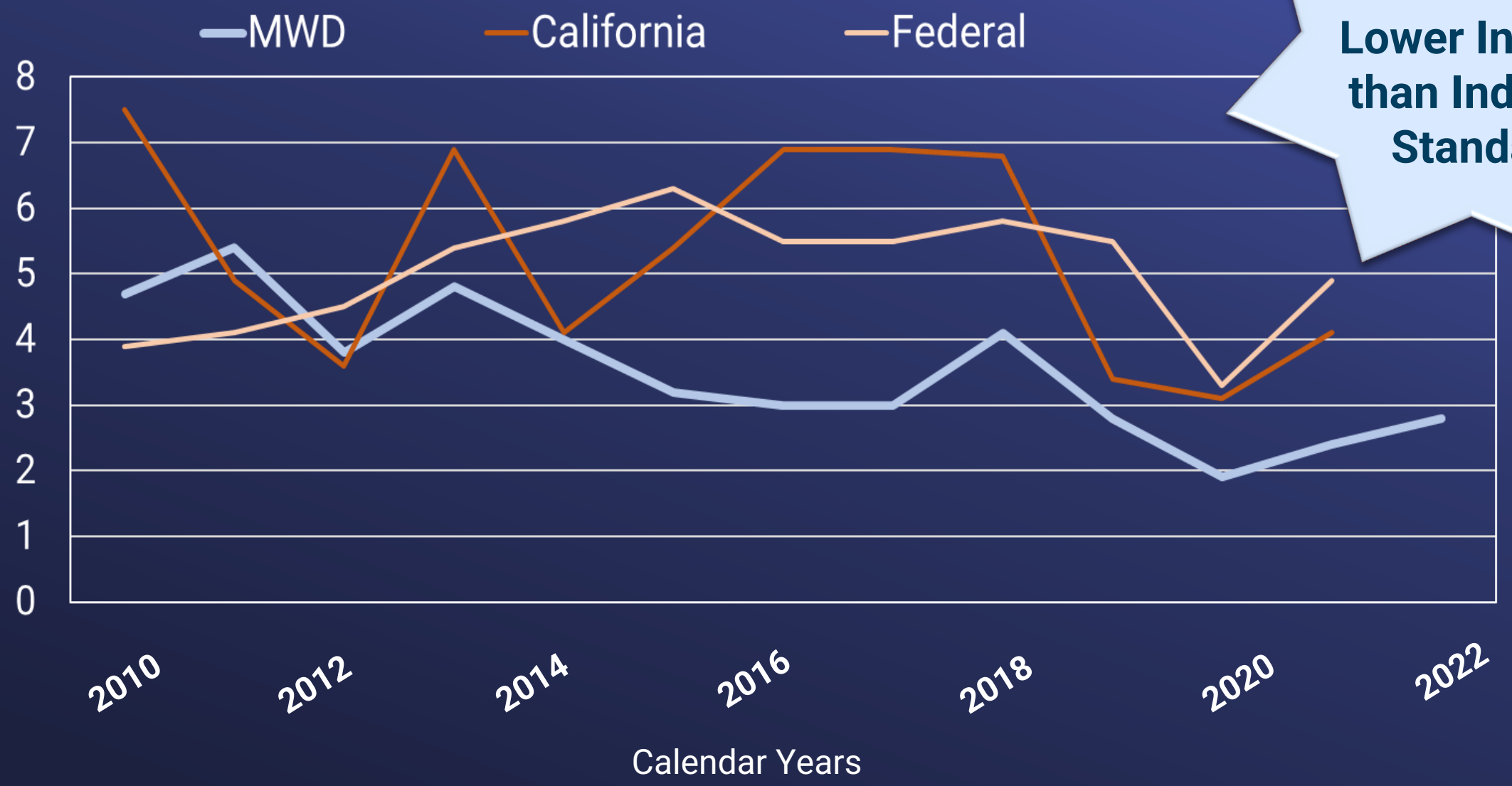
SAFETY FIRST

ZERO INJURIES

Employees

Safety is Essential

Metropolitan's Injury Rate vs. Industry Average



Maintaining Lower Injuries than Industry Standard

Health & Safety Programs Update

Management Commitment

Collaboration Partnerships for Success

2022 Activities

- State Audit
- Accomplishments

NSC Safety Culture Assessment

Milestones and Next Steps

2023 Next Steps

- Continue Core Functions
- NSC Initiatives

Collaborative Approach to Success

Management Commitment

Building Partnerships

Operations and Engineering

- O&M and Shutdowns
- CIP Projects

Real Property Group and CRA Housing Improvement

- Active and Future Projects
- Abatement and Regulatory Compliance

Employees and Bargaining Units

- Assessment of Employee Health and Safety Concerns
- Ergonomic Virtual Workshops for Office Employees

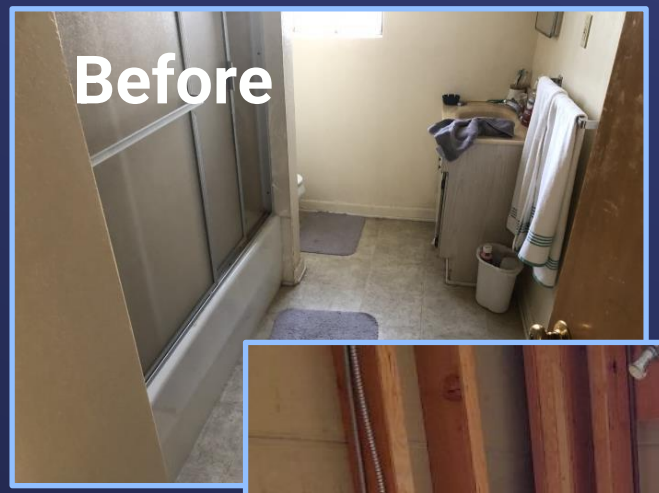
Supporting Field Activities

Upper Feeder

CRA

Shutdown

Supporting CRA Housing Renovation

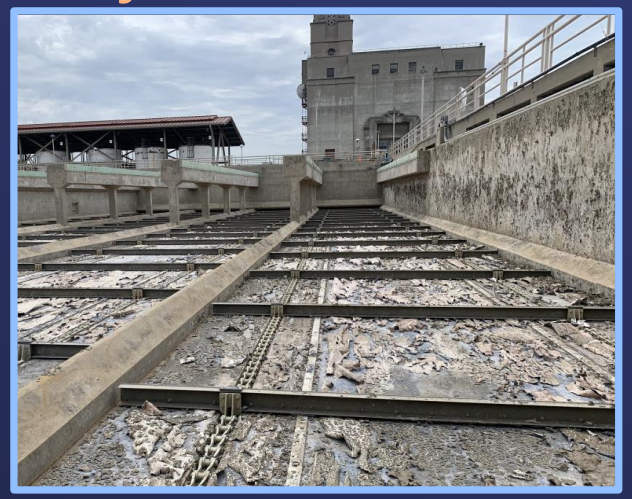


Bathroom Plumbing

Kitchen Plumbing

Responding to Employee Safety Concerns

Weymouth Basin Cleanout



Employee Concern:
Working with organic matter

Resolution:
Increased ventilation, tested atmosphere, added PPE

Meter Cabinet Near Federal Radiation Cleanup Site

Employee Concern:
Radiation exposure

Resolution:
Surveyed to confirm federal clean up was effective and no level of concern for radiation

Health & Safety Programs Update

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NSC Safety Culture Assessment

Milestones and Next Steps

2023 Next Steps

- Continue Core Functions
- NSC Initiatives

State Audit Process

- Document Review
- Employee Interviews
- Site Visits at Gene and Weymouth

"Although Its Safety Program Generally Adheres to State Law, MWD Could Strengthen Its Safety Policies"

Safety Audit Successes

- Adheres to State Law
- No Non-Compliance Findings

HSE 101.4 Safety Communications

State Audit Findings Implemented

- Written Policies and Procedures for Communication
- Stop Work Authority
- Non-Retaliation Policy

HSE 101.4
Safety Communications
Injury and Illness Prevention Program — MWD Health, Safety, and Environmental Manual
Revised October 2022

1.0 PURPOSE

Metropolitan values every employee's input and strives to provide a work environment of collaboration and communication related to health and safety (H&S).

This procedure outlines systems of communication that create avenues for regular H&S discussion and collaboration between management, Operational Safety and Regulatory Services (SRS) staff, and employees (including interns, contractors and volunteers). This includes minimum levels of collaboration between SRS Site Representatives and management. Also, this procedure encourages employee reporting of hazards in the workplace without fear of retaliation.

1.1 AVENUES OF COMMUNICATION

- Managers and Supervisors
- Planning Meetings, All Hands Meetings, and other related meetings
- Regular Toolbox/Safety Talk Meetings
- Shutdown or Special Project Toolbox Meetings
- Local Safety Committees
- SRS Site Representatives or other SRS Staff
- Open and Non-Retaliatory H&S Communication Protections
- Stop Work Authority (Take 5 For Safety)
- Confidential Hotline – (213) 217-5504 or Extension 75504

2.0 ROLES AND RESPONSIBILITIES

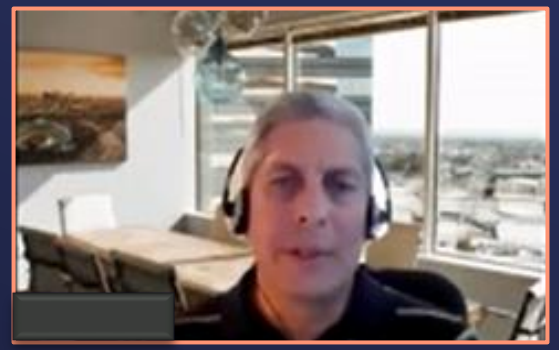
2.1 FIELD UNIT AND FACILITY MANAGERS

Field Unit Managers and Facility Managers (Facility Managers) must include SRS Site Representatives in the meetings described below to encourage open communication and collaboration in developing effective H&S solutions.

2.1.1 PLANNING AND/OR MANAGEMENT MEETINGS (TYPICALLY WEEKLY)

- Facility Managers must require that their Team Managers, Supervisors and other lead staff include SRS Site Representative(s) in planning meetings and project review meetings. Integrating and discussing H&S issues during these meetings provides for ongoing collaboration among managers, planner/schedulers, and SRS Site Representatives.

Non-Retaliation Training



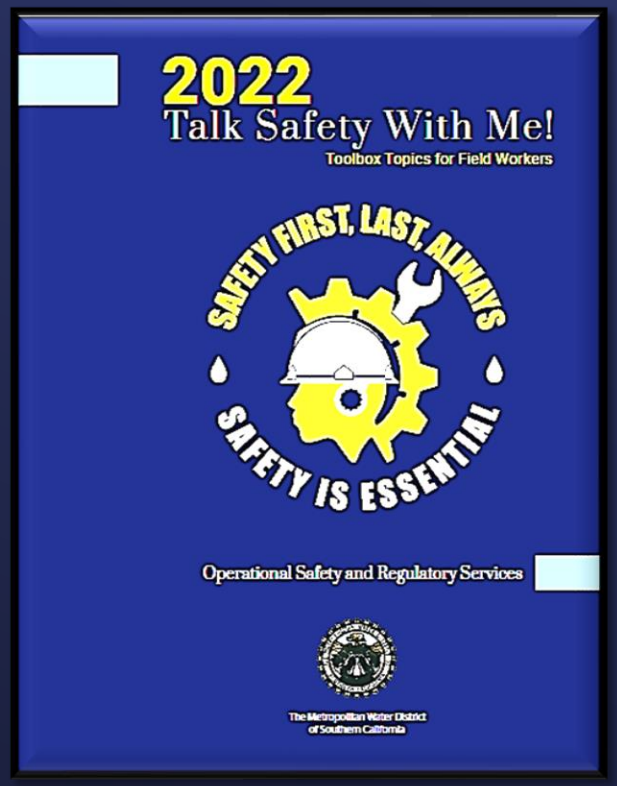
Partnered with Ethics Office

- Why Preventing Retaliation Matters
- Reviewed MWD Retaliation Policy
  (Admin Code 7128)
- Tips for Employees and Managers
- How to File a Retaliation Complaint
- Investigation Procedures

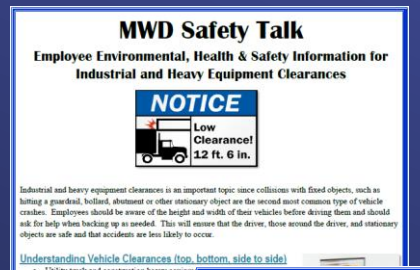
State Audit Findings Implemented

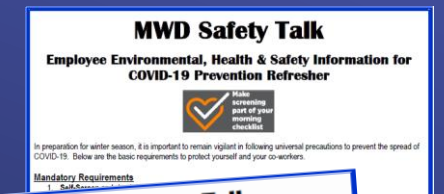
2022 Accomplishments

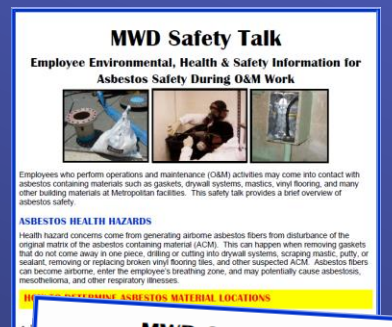
Safety Talks

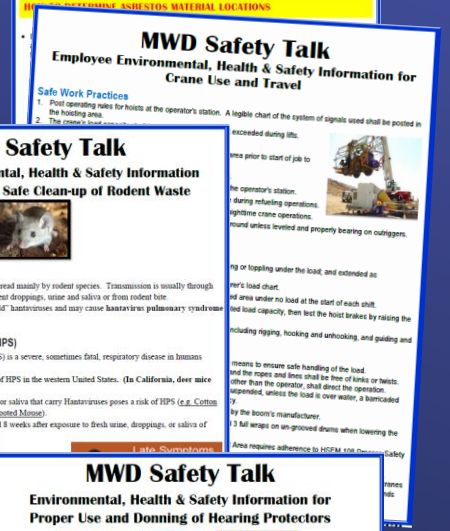


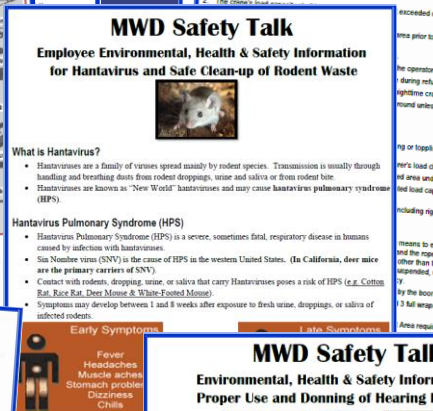
Cover Designed by Chad Bonnett
Mills I&C Technician

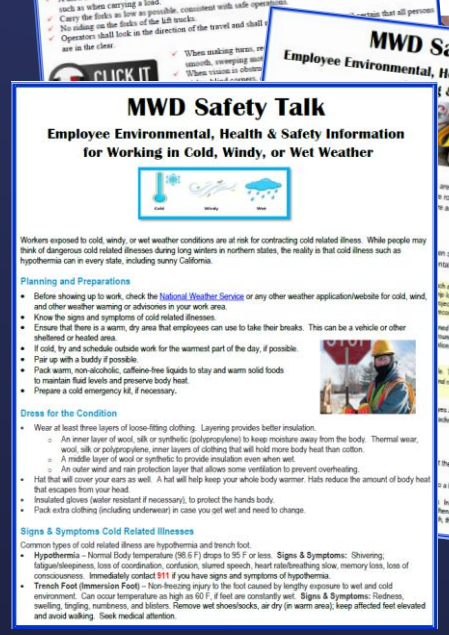


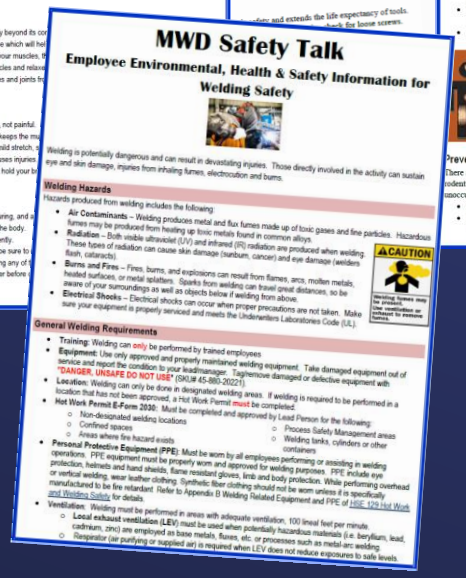


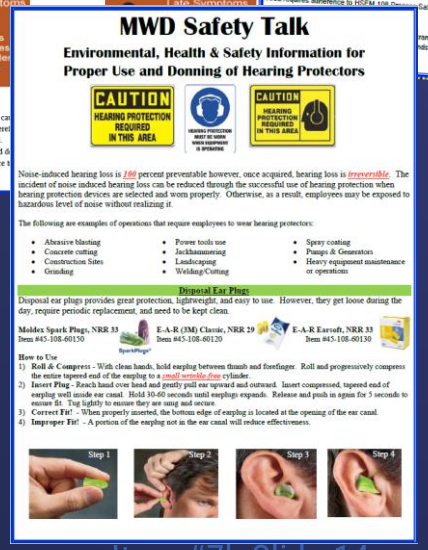






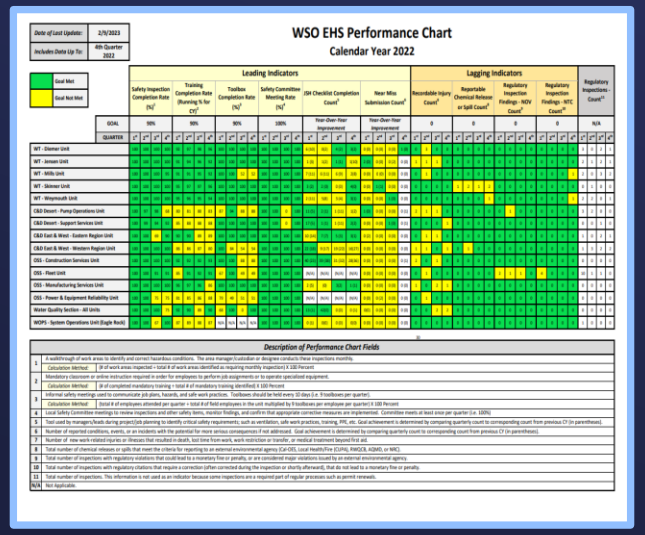






2022 Accomplishments

EHS Performance Chart and Award Recognitions



Date of Last Update:	2/9/2023
Includes Data Up To:	4th Quarter 2022

Goal Met
Goal Not Met

WSO EHS Performance Chart
Calendar Year 2022

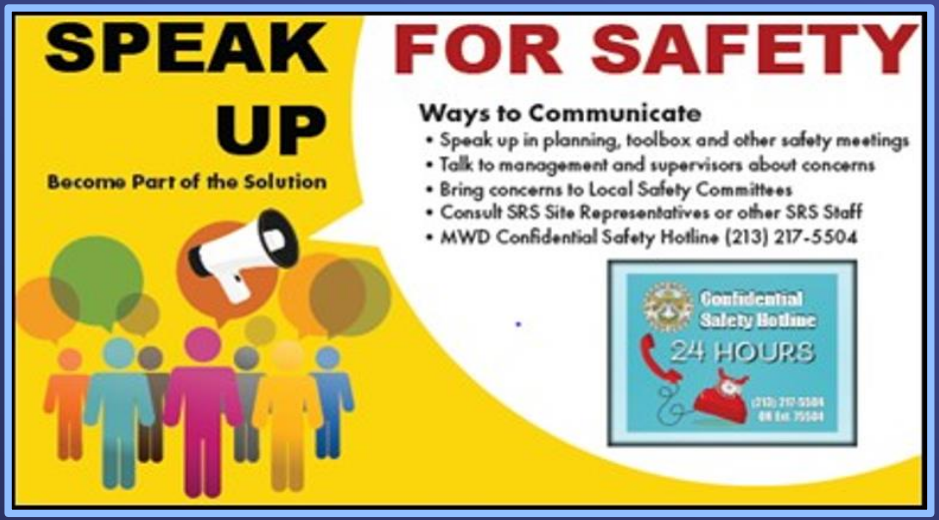
	Leading Indicators						Lagging Indicators				
	Safety Inspection Completion Rate (%)[1]	Training Completion Rate (Running % for CY)[2]	Toolbox Completion Rate (%)[3]	Safety Committee Meeting Rate (%)[4]	JSH Checklist Completion Count[5]	Near Miss Submission Count[6]	Recordable Injury Count[7]	Reportable Chemical Release or Spill Count[8]	Regulatory Inspection Findings - NOV Count[9]	Regulatory Inspection Findings - NTC Count[10]	Regulatory Inspections - Count[11]
GOAL	90%	90%	90%	100%	Year-Over-Year Improvement	Year-Over-Year Improvement	0	0	0	0	N/A
QUARTER	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4
WT - Diemer Unit	100 100 100 100	91 91 91 91	100 100 100 100	100 100 100 100	0.500 0.50 1.250 0.50	0.50 1.50 0.50 0.50	0 1 1 1	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
WT - Jensen Unit	100 100 100 100	91 91 91 91	100 100 100 100	100 100 100 100	1.00 1.00 1.50 0.50	1.00 0.50 0.50 0.50	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
WT - Mills Unit	100 100 100 100	91 91 91 91	100 100 100 100	100 100 100 100	0.833 0.833 0.50 0.50	0.50 0.50 0.50 0.50	0 1 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
WT - Skinner Unit	100 100 100 100	91 91 91 91	100 100 100 100	100 100 100 100	1.00 1.00 0.50 0.50	0.50 0.50 0.50 0.50	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
WT - Weymouth Unit	100 100 100 100	91 91 91 91	100 100 100 100	100 100 100 100	1.333 1.00 0.50 0.50	0.50 0.50 0.50 0.50	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
C&D Desert - Pump Operations Unit	100 97 100 100	91 91 91 91	100 100 100 100	100 100 0 100	1.333 1.333 1.333 0.50	0.50 0.50 0.50 0.50	0 1 0 0	0 0 0 0	0 1 0 0	0 0 0 0	0 0 0 0
C&D Desert - Support Services Unit	100 100 97 97	91 91 91 91	100 100 100 100	100 100 100 100	1.00 1.00 0.50 0.50	0.50 0.50 0.50 0.50	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
C&D East & West - Eastern Region Unit	100 100 100 100	91 91 91 91	100 100 100 100	100 100 100 100	0.500 1.00 1.50 0.50	0.50 0.50 0.50 0.50	0 1 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
C&D East & West - Western Region Unit	100 100 100 100	91 91 91 91	100 100 100 100	100 100 100 100	0.500 0.500 0.875 0.50	0.50 0.50 0.25 0.50	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
OSS - Construction Services Unit	100 100 100 100	91 91 91 91	100 100 100 100	100 100 100 100	0.50 0.50 0.50 0.50	0.50 0.50 0.50 0.50	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
OSS - Fleet Unit	100 100 91 91	91 91 91 91	100 100 100 100	100 100 100 100	N/A N/A N/A N/A	0.50 0.50 0.50 0.50	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
OSS - Manufacturing Services Unit	100 100 100 100	91 91 91 91	100 100 100 100	100 100 100 100	1.00 1.00 0.50 0.50	0.50 0.50 0.50 0.50	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
OSS - Power & Equipment Reliability Unit	100 100 91 91	91 91 91 91	91 91 91 91	100 100 100 100	N/A N/A N/A N/A	0.50 0.50 0.50 0.50	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
Water Quality Section - All Units	100 100 100 100	91 91 91 91	100 100 100 100	100 100 100 100	0.833 0.833 0.50 0.50	0.50 0.50 0.50 0.50	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
WOPS - System Operations Unit (Eagle Rock)	100 100 97 100	91 91 91 91	N/A N/A N/A N/A	100 100 100 100	0.50 0.50 0.50 0.50	0.50 0.50 0.50 0.50	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0

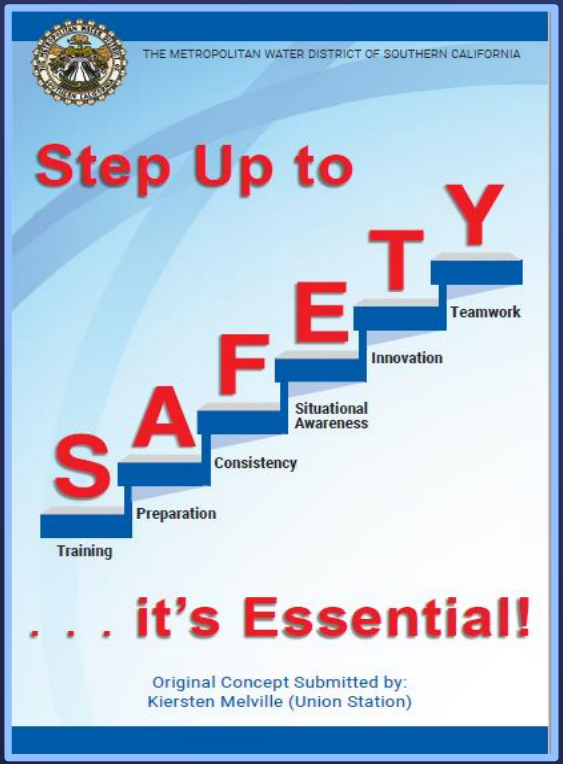
Description of Performance Chart Fields

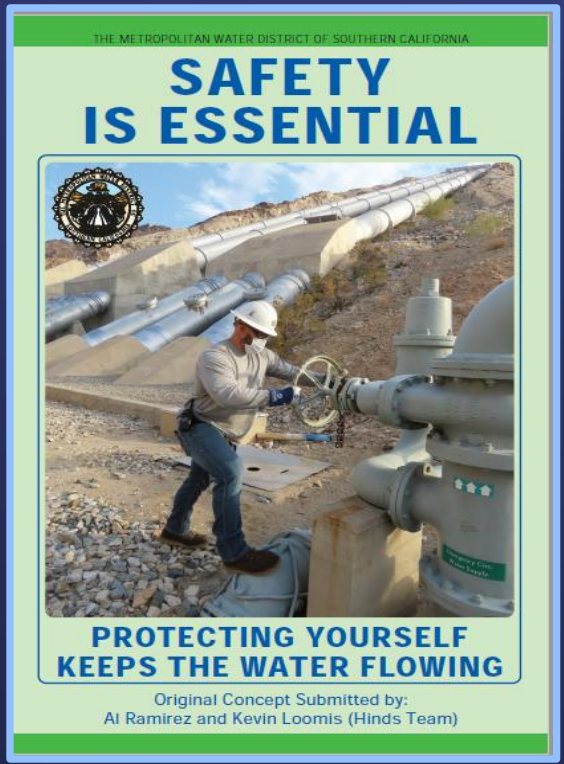
1	A walkthrough of work areas to identify and correct hazardous conditions. The area manager/custodian or designee conducts these inspections monthly.
	Calculation Method: (# of work areas inspected ÷ total # of work areas identified as requiring monthly inspection) X 100 Percent
2	Mandatory classroom or online instruction required in order for employees to perform job assignments or to operate specialized equipment.
	Calculation Method: (# of completed mandatory training ÷ total # of mandatory training identified) X 100 Percent
3	Informal safety meetings used to communicate job plans, hazards, and safe work practices. Toolboxes should be held every 10 days (i.e. 9 toolboxes per quarter).
	Calculation Method: (total # of employees attended per quarter ÷ total # of field employees in the unit multiplied by 9 toolboxes per employee per quarter) X 100 Percent
4	Local Safety Committee meetings to review inspections and other safety items, monitor findings, and confirm that appropriate corrective measures are implemented. Committee meets at least once per quarter (i.e. 100%)
5	Tool used by managers/leads during project/job planning to identify critical safety requirements; such as ventilation, safe work practices, training, PPE, etc. Goal achievement is determined by comparing quarterly count to corresponding count from previous CY (in parentheses).
6	Number of reported conditions, events, or an incidents with the potential for more serious consequences if not addressed. Goal achievement is determined by comparing quarterly count to corresponding count from previous CY (in parentheses).
7	Number of new work-related injuries or illnesses that resulted in death, lost time from work, work restriction or transfer, or medical treatment beyond first aid.
8	Total number of chemical releases or spills that meet the criteria for reporting to an external environmental agency (Cal-OES, Local Health/Fire (CUPA), RWQCB, AQMD, or NRC).
9	Total number of inspections with regulatory violations that could lead to a monetary fine or penalty, or are considered major violations issued by an external environmental agency.
10	Total number of inspections with regulatory citations that require a correction (often corrected during the inspection or shortly afterward), that do not lead to a monetary fine or penalty.
11	Total number of inspections. This information is not used as an indicator because some inspections are a required part of regular processes such as permit renewals.
N/A	Not Applicable.

2022 Accomplishments

Enhance Communications and Promote Safe Behaviors







Health & Safety Programs Update

Management Commitment

Collaboration Partnerships for Success

2022 Activities

- State Audit
- Accomplishments

NSC Safety Culture Assessment

Milestones and Next Steps

2023 Next Steps

- Continue Core Functions
- NSC Initiatives

Safety Culture Assessment

2021-2022

nsc

Safety Culture Assessment

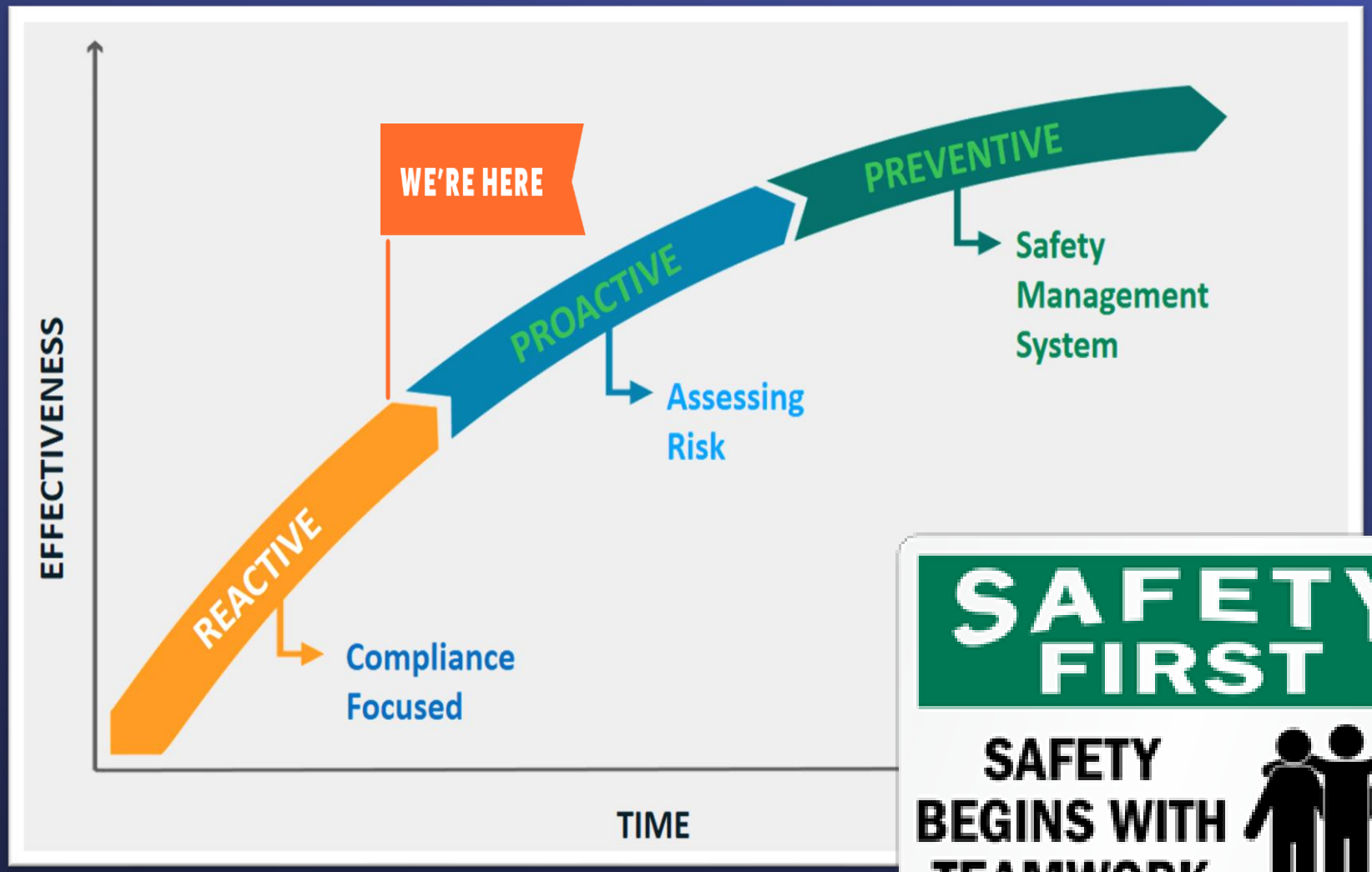
2021-2022

Metropolitan's Strengths

- Leadership's openness to participate and invest in the Safety Culture Assessment, focused action to drive continuous improvement
- Employees who demonstrate a commitment and sense of personal responsibility for safety and health
- Stable organizational climate, employee loyalty and commitment resulting in long-term employment with MWD

Safety Program Maturity

MWD Safety Program benchmarked to thousands of organizations in NSC database



All Employee Access to NSC Report

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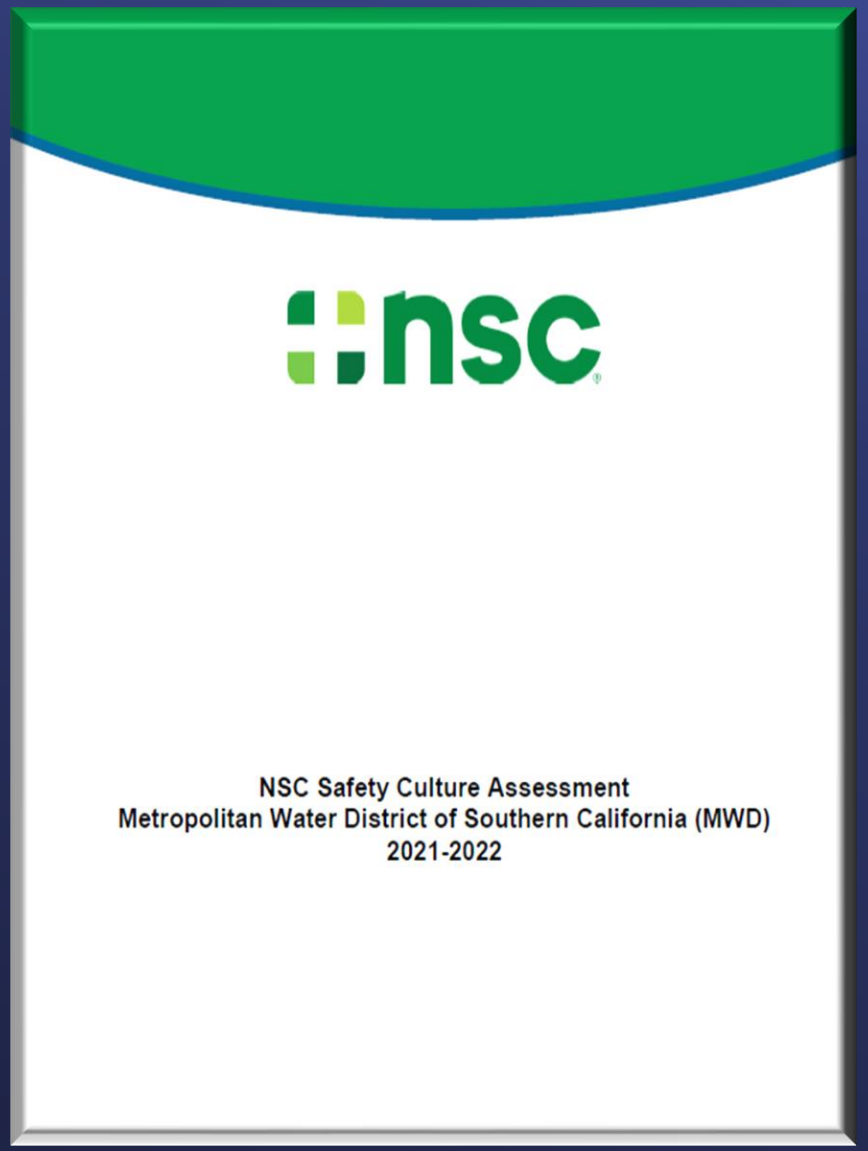
Safety Culture Final Report



- Memo with Report Link
- Link on SRS Webpage

THE METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA

Date: February 13, 2023
To: All Metropolitan Employees
From: Adel Hagekhalil, General Manager
Subject: Release of Safety Culture Assessment Report

Metropolitan partnered with the **National Safety Council (N** onduct a *Safety Culture Assessment* to identify opportunities to improve ou program. After more than a year of this assessment, I am pleased that the fin has been completed and is now available for all employees to view.

I want to thank all of you who participated in the s oup sessions and individual interviews, especially those individuals who sh d suggestions on how to improve our safety program for all employees.

I want to make sure every employee has the opportunity to read the report. You can read the report here: **MWD-NSC Safety Culture Assessment Report**

One of the Outcomes in my Strategic Priorities is to complete the NSC analysis and implement its recommendations. Beginning this year NSC will work with Metropolitan leadership on implementing the following top 3 recommendations:

1. Office of the General Manager and Executive Management setting safety vision, mission, and annual safety goals.
2. Develop and adopt a continuous improvement process and regularly assess progress.
3. Provide adequate safety staff and resourcing to effectively support safety, and review organizational structure to enable Safety & Regulatory Services (SRS) to operate with independence and consistent application of requirements.

If you have any questions about the NSC Safety Culture Assessment Report, please contact Dan Guillory, Operational Safety and Regulatory Services Section Manager, at (213) 217-5507 or **dguillory@mwdh2o.com**.

Thank you all for your continued commitment to safety.

Supporting Field Safety Awareness

Safety is Essential

Celebrating Safety Day

Site-wide cleanups, awards, facility tours, technical workshops, vendor exhibits, staff celebratory luncheons, and more

Safety Advisory Notifications

nsc

Recommendation

Near Miss Safety Advisory Notice

*"**Near Miss**"*
Incident with potential for more serious consequences, if not addressed

SAFETY ADVISORY January 2023

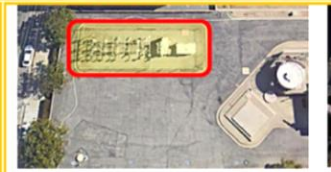
NEAR MISS RECOGNITION

Operational Safety and Regulatory Services Section (SRS) recognizes the C&D Western Region Unit, Valley Team for preventing a potentially serious injury by identifying a faulty ground switch linkage in the Venice Power Plant switchyard's operating equipment. Sharing lessons-learned is a good example of how reporting near misses helps improve safety and brings awareness to others.

Event Details

While performing the "Return to Service" steps during an Intercompany Clearance with Southern California Edison (SCE), MWD's staff (Switcher) observed that a ground switch linkage malfunctioned during its operation. Staff's strict adherence to following training and procedures led to the detection of the faulty equipment, specifically the visual confirmation that disconnects, such as ground switches, are all in the correct position.

Event Date
Wednesday, August 24th, 2022


Venice HEP- Switchyard

Ground Switch 130

Location
Venice PCS/HEP Switchyard

Background: SCE had MWD de-energize the Venice Switchyard so SCE could perform maintenance on their system.

- *When the Switchyard is **de-energized**, the ground switch may be requested to be **closed** (i.e., **vertical** position).*
- *When the Switchyard is **energized**, the ground switch is **open** (i.e., **horizontal** position).*

Safety Issue: When MWD Switcher completed the switching step to "Open the Ground Switch," the ground switch linkage remained in the **closed** (i.e., **vertical**) position. The MWD Checker noticed the ground switch (vertical linkage member) did not operate into the **open** (i.e., **horizontal**) position. Switching staff immediately stopped switching and made notifications.

Figure 1 - Examples of Closed (left) and Opened (right) Ground Switches

Resolution: The system was isolated to repair the faulty equipment and the system was returned to service.

Safety Improvements	• Additional lighting was installed in the switchyard to help employees see the ground switch linkage vertical disconnect position, especially under low light times of morning and night. • The Hydroelectric Team and System Operations Review Committee (SORC) will evaluate the testing and maintenance requirements for ground switches to ensure their functionality.
Key Take-Aways	1. Whenever de-energizing or energizing, make sure to visually confirm that the ground switch linkages are in correct position. 2. Always visually inspect equipment before, during, and after work tasks to confirm opened/closed or disconnect switches are in correct position. 3. Stop work and evaluate any potentially unsafe equipment or work conditions. 4. Notify appropriate Facility Operations Manager and other appropriate parties of any faulty equipment so it can be repaired or replaced.

Recognize employees who identify "Near Miss" situations and resolve the potential hazard

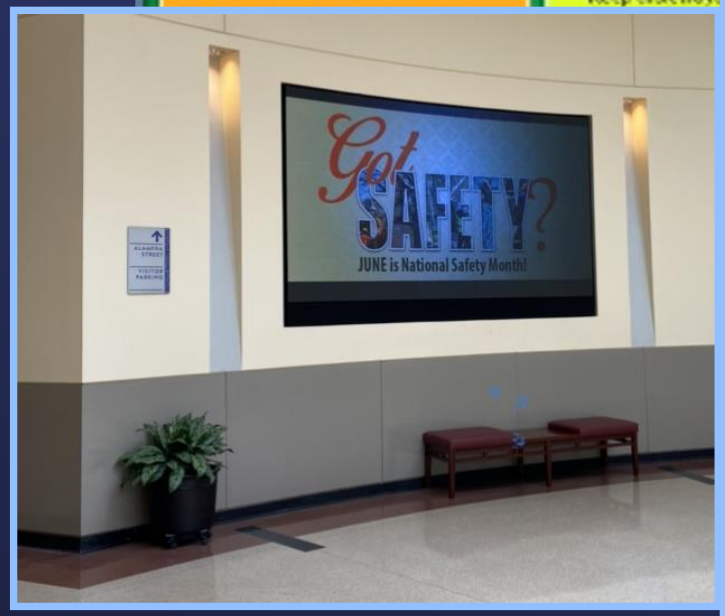
Advisory Notice is shared with all affected work forces across the District

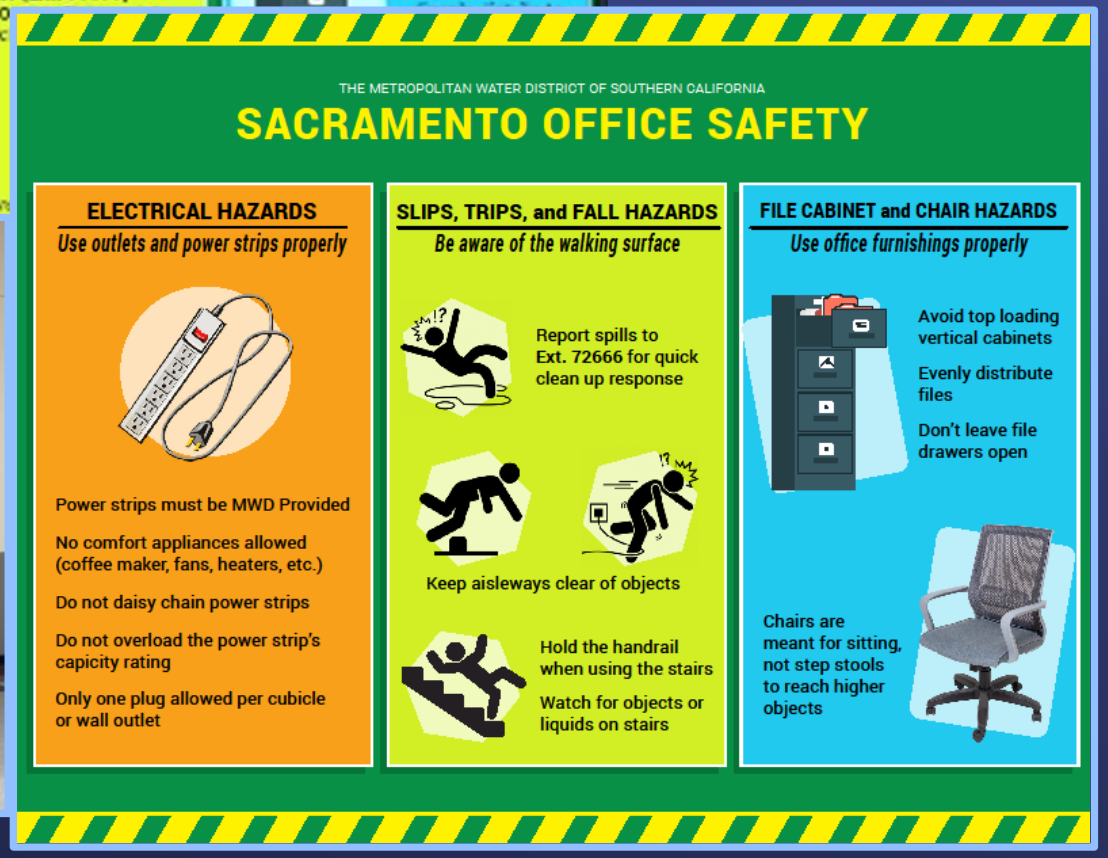
Office Safety Awareness

nsc

Recommendation

Communicating Safety Implementation beyond Field Activities





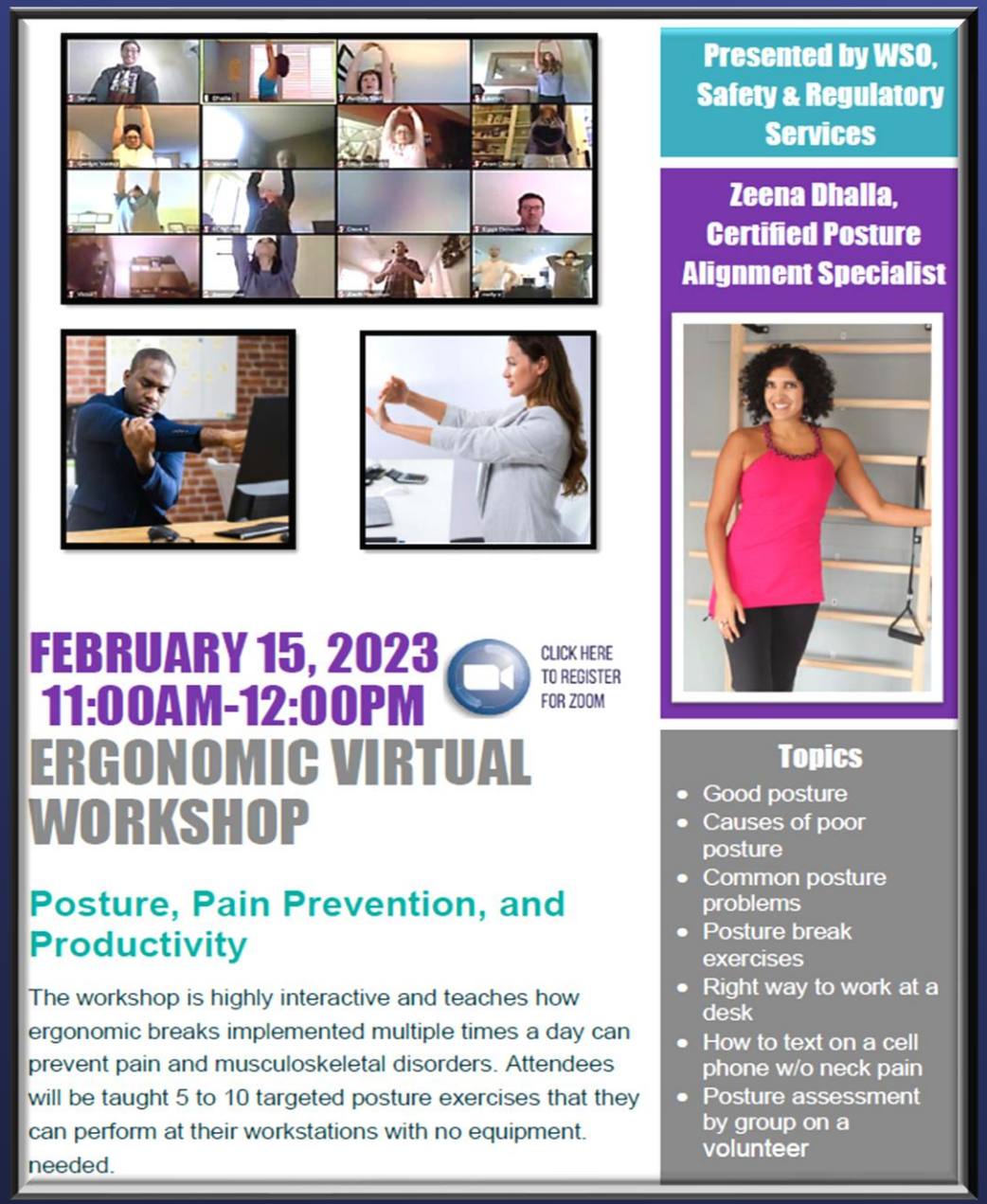
Ergonomics Virtual Workshop

January Workshop
78 attendees

February Workshop
45 attendees

"Excellent. Felt very good after all the stretches"

"This was one of the best workshops I've attended. Learned a great deal in a very short amount of time"



"The exercises were very helpful and appropriate for the office environment"

"Very easy to follow along. Great teacher"

Health & Safety Programs Update

Management Commitment

Collaboration Partnerships for Success

2022 Activities

- State Audit
- Accomplishments

NSC Safety Culture Assessment

Milestones and Next Steps

2023 Next Steps

- NSC Initiatives
- Continue Core Functions

2023 Top Priority Recommendations

nsc

Safety Culture Assessment

1. Office of the General Manager and Executive Management needs to set safety vision, mission, and annual safety goals.

2. Adopt a continuous improvement process and regularly assess progress.

3. Top Management needs to provide adequate safety staff and resourcing to effectively support safety requirements in all instances. Review organizational structure to enable Safety to operate as an independent function.

NSC Full Implementation Schedule

TOP THREE RECOMMENDATIONS

2023

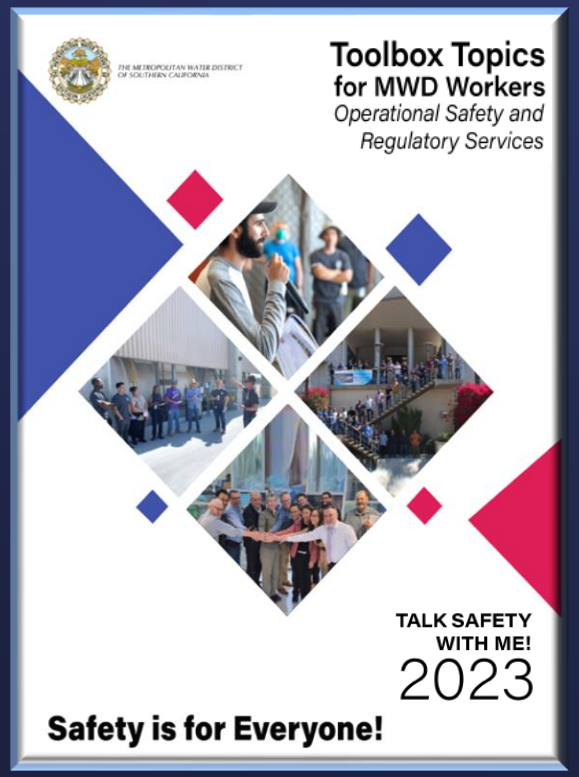
IMPLEMENT REMAINING RECOMMENDATIONS

2023 - 2024

MONITOR PROGRESS AND ADJUST

2024 - 2025

2023 Next Steps



Implement Top 3 NSC Recommendations

- Safety Vision and Goals
- Adopt Continuous Improvement with Regular Assessments
- Review of Organizational Structure

Continue Safety Support and Partnership

- O&M , Shutdowns, and CIP Projects
- CRA Housing Improvement
- Address Safety Concerns
- Develop and Conduct Safety Training and Toolboxes
- Support Field and Office Activities

THE METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA