LITTLE ROCK PARKS AND RECREATION SAFETY MANAGEMENT SYSTEM MANUAL

SAFETY MANAGEMENT SYSTEMS MANUAL	RECORD OF REVISIONS		PAGE I
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5	1/03/2023	CSP	Periodic review and relevant updates
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1.0 – INTRODUCTION

1.1 – Background

Little Rock Parks and Recreation (LRPR) Safety Management System (SMS) Manual is developed as a practical supplement to the Little Rock Parks and Recreation Risk Management Manual. It reflects Safety Risk Management (SRM) expertise commensurate with the author's prior experience as Squadron Safety Officer and Flight Safety Program Manager while serving also as an Aviator during tenure with the United States Air Force, as well as the same as an Adjunct Professor of Safety Management System Programs for Embry-Riddle Aeronautical University (ERAU) College of Aeronautics Department. Much of the safety management principles that govern the SMS concept in this manual are synergistically applied as derived from different sources such as (1) Aviation Safety Programs - - A Management Handbook - Wood (2003); (2) System Safety Engineering and Risk Assessment: A Practical Approach – Bahr (1997); (3) Managing the Risks of Organizational Accidents – Reason (1997); (4) International Civil Aviation Organization (ICAO) Document 9859 – Safety Management Manual (SMM); (5) the Federal Aviation Administration (FAA) Safety Management System Framework Guide and (6) Southeastern Aviation Sciences Institute Safety Management System manual. Supporting sources include (1) International Organization for Standardization (ISO) 9001-2015; (2) Management of Park and Recreation Agencies - Moiseichik (2016); (3) Little Rock Parks and Recreation Risk Management Manual (2016) based on Federal, State, National Recreation and Parks Association (NRPA) guidelines and Commission for Accreditation of Parks and Recreation Agencies (CAPRA) standards in conjunction with the City of Little Rock Risk Management Office; and (4) the City of Little Rock Emergency Operations Master Plan in

accordance with Arkansas Emergency Services Act 511 of 1973, and Chapter 11 of the Code of Ordinances of the City of Little Rock.

1.2 – Safety Management System

The processes and procedures outlined in this manual are a guide in assisting Little Rock Parks and Recreation (LRPR) Department personnel with increased safety of operations by providing practical tools that can be applied to achieve effective Safety Risk Management (SRM) during day-to-day operations.

The Safety Management System (SMS) concept is a proactive, systematic, integrated approach to safety management and is part of an overall safety management process for LRPR to ensure that the safety goals of this organization can be effectively accomplished. SMS is founded on the principle that the identification and management of risk increases the likelihood of accomplishing organizational goals through the proactive and systematic identification of hazards and risk mitigation or elimination via a program that facilitates continuous improvement in a revolving, closed-loop system of safety checks and balances. To that end, the premise of this manual is to (1) supplement the LRPR RMM (updated 2021) as well as (2) introduce a systematic safety management function with the practical tools to guide LRPR personnel regarding their responsibilities, authorities, and performance of duties as it pertains to SRM.

1.3 – Safety Management Fundamental Definition

The fundamental definition of Safety is the state in which the risk of harm to persons or property damage is reduced to, and maintained at or below, an acceptable level through a continuing process of hazard identification and risk assessment. This fundamental definition introduces a risk management principle that is proactive in its approach and does not bother with concepts such as risk transfer or other reactive activities concerned only with the consequences

of safety events AFTER they have manifested and have produced losses to the organization. Therefore, this is a call to action! Action holds the key to accomplishing an organization's safety objectives and every LRPR division with its functional areas have a part to play. To this end, the promotion of safety awareness is paramount in the total operating environment – proactively fostering vigilance in recognizing the threats to normal and safe operations throughout the organization. It encompasses the provision of the practical tools to effectively report hazards in an environment where hazards can be freely reported because the lines of communication are open, vertically and laterally, in the interest of safety. It includes the organization's safety policies, signed by the Director, and widely proliferated throughout the organization as a transparent document solidifying his leadership role in the safety management process, and relays his vision for accomplishing his organization's safety management objectives. Organizational leadership at all levels is paramount; each must be committed and not only "talk the talk" but by demonstrating, through everyday actions, "walk the walk" proving their commitment to safety management and its priority in achieving organizational safety goals. Paramount is the leadership roles of the Parks Director, Division Heads, and Line Supervisors who can direct resources in the interest of SRM. An essential component are all respective subordinates who, more times than not, work in the environments conducive to various hazards and are often in the absolute best position to not only identify hazards where they exist but are the "front line" in their respective areas of operation (AOR) where hazard elimination/mitigation response process begins.

1.4 – The Scope of Little Rock Parks and Recreation Area of Operation

The scope of the LRPR AOR is listed below. As the AOR relates to the SMS, the primary concern is to employ program tents to facilitate the preservation of all organizational

resources and assets including employees, equipment and facilities on various Parks and Recreation properties throughout the City of Little Rock (CLR). The organization is comprised as follows:

1. 6 divisions
2. City Hall Parks and Recreation offices located in the basement and on the first floor
3. 63 developed parks and all related grounds and facilities
4. 6 maintenance entities
5. 16 Recreational facilities:

    - 6 community centers

    - 1 fitness center

    - 2 ball complexes

    - 1 Museum

    - 1 therapeutic center

    - 3 Golf Clubs (1 active/2 inactive)

    - 1 Tennis Complex

1.5 – Overview of the SMS Framework

The SMS framework is detailed primarily in Annex 19 of the International Civil Aviation Organization (ICAO) which established modern global aviation SRM principles to be administered by the Regulators of each ICAO Member-State as well as each aviation service provider within a Member-State operating an Airline within the industry. The resulting Safety Management Manual (SMM) has evolved into a multi-industry benchmark comprised not only of proven standards and recommended best practices (SARPS) built on the success of previous Annexes over decades of development, but also that these SARPS have proven so effective in

managing the risks of the modern aviation industry, an industry as inherent with risk as it is unremittingly unforgiving of mistakes, that each aviation service provider within the United States are now required by Federal law (Federal Aviation Administration – FAA) to have an SMS in place based on ICAO safety management principles. As a benchmark, it is dynamic in its flexibility to foster similar results in any industry when tailored and applied appropriately; this includes the Parks and Recreation industry.

The resulting ICAO Safety Management Manual (Document 9859) with its contemporary SMS processes, are organized into four Pillars each with corresponding Components of SRM. This is the basic framework:

Safety Policy and Objectives

1. *Management commitment and responsibility*
2. *Safety accountabilities*
3. *Appointment of key safety personnel*
4. *Coordination of emergency response planning*
5. *SMS documentation*

Safety Risk Management

1. *Hazard identification*
2. *Safety risk assessment and mitigation*

Safety Assurance

1. *Safety performance monitoring and measurement*
2. *The management of change*
3. *Continuous improvement of the SMS*

Safety promotion

1. *Training and education*
2. *Safety communication.*

2.0 – SAFETY POLICY AND OBJECTIVES

2.1 – ***Management Commitment and Responsibility***

The Safety Policy must describe whom in the organization has the responsibility, authority, and accountability for organizational safety goals and objectives. The policies, procedures, and structure of the organization must be described along with the fundamental value of safety within the organization.

All employees are accountable for safety performance. In addition, all need to be committed in fostering a safe, healthy, secure working environment, demonstrating, and promoting safety attitudes with the objective of having an accident-free workplace.

Top management has the ultimate responsibility and authority for safety management; line managers, who own the technical processes of each division, have the daily responsibility for not only quality control and ensuring that the processes in their respective AORs function as designed, but also have primary responsibility in the Safety Assurance (SA) processes of SRM. It is in these functional areas where hazards are most directly encountered during day-to-day operations, where deficiencies in the processes contribute to risk, and where direct supervisory control and resource allocation can mitigate risk to acceptable levels.

The Director, as the ultimate owner of the organization's safety program, must be committed to making safety excellence a part of all activities comprising LRPR's functions. While the day to day safety risk management functions are delegated to the process owner, the ultimate responsibility for the safety program belongs to the LRPR Director and cannot be delegated. The safety policy statement below, signed by the Director and distributed throughout the organization, demonstrates his commitment to the organization:

2.1.1 – Safety Policy Statement

LITTLE ROCK
Parks & Recreation

LITTLE ROCK PARKS & RECREATION

SAFETY POLICY STATEMENT

Safety is one of our core functions, and as such, every employee must be committed to fostering the safest possible environment for all Parks personnel and the citizens of Little Rock. We will accomplish this through safety accountabilities at every level, and through the responsible use of our available resources.

Our commitment is to:

- Foster a culture of safety that includes best practices, reporting and communications
- Ensure that the management of safety is a primary responsibility of all managers and employees
- Clearly define the roles and responsibilities for each employee within the department
- Establish and operate hazard identification and risk management processes to achieve continuous improvement in our safety performance
- Ensure that no retaliation will be taken against any employee who reports a safety concern through the hazard reporting system unless such disclosure indicates, beyond a reasonable doubt, gross negligence or a willful disregard for the established standards and operating procedures
- Comply with, and exceed when possible, existing safety standards of the Commission for Accreditation of Parks and Recreation Agencies (CAPRA)
- Train staff to implement safety strategies and processes during normal duty performance
- Establish and measure our safety performance against realistic safety performance indicators and safety performance targets
- Improve our safety performance through continuous monitoring, measurement, and regular review and adjustment of safety objectives and goals
- Make available to all external service providers appropriate information regarding departmental and park system operational safety standards

Director Little Rock Parks & Recreation

2.2 – ***Safety Accountabilities***

The Director of Little Rock Parks and Recreation is accountable as follows:

Director

1. Ultimately responsible for the LRPR safety program
2. Responsible for making sufficient manpower and other resources available to foster an effective SMS – in effect, balancing the relationship between production and protection
3. Responsible for limiting the risks inherent to LRPR operations by appropriately directing resources in the interest of safety in a timely manner
4. Responsible for directing the Safety and Training Coordinator (SMS process owner)
5. Ultimately responsible for promoting and developing a culture of safety within the organization
6. Development of long-term safety objectives, including the establishment of safety policies, standards and recommended best practices
7. Identification of a Safety Manager (Safety and Training Coordinator) to provide oversight of safety policies and procedures
8. Appoint Safety Committee Chair and approval of Safety Action Group (SAG)
9. Grant authority to Committee Chair to lead in all Committee/SAG safety matters
10. Appoint, remove, or add employees to the Committee at the request of the Chair

Safety and Training Coordinator (SMS Program Manager)

1. Responsible for creating, implementing, and managing the LRPR SMS concept
2. Responsible for directing the SMS and the various components and elements
3. Responsible for instructing the SMS to relevant players in organization

4. Responsible for accomplishing accident/incident investigations in conjunction with SAG members
5. Responsible for leading risk management measures
6. Serves as Chairman (Secretary as necessary) in monthly safety committee meetings
7. Responsible for the agenda and minutes of SMS meetings
8. Responsible for bringing notable risks to the attention of the Divisions Heads, Line Supervisors, Director(s) as appropriate
9. Responsible for safety advice and recommendations to the Division Heads, Line Supervisors, Director as appropriate regarding safety issues
10. Responsible for assisting Director, Division Heads and Line Supervisors in promoting a culture of safety within the organization
11. Responsible for communicating safety matters to the organization such as training, briefings, Newsletters, safety boards

<u>Division Heads (Safety Committee Members)</u>

1. Chairman – Safety Program Manager/Coordinator (as designated by the Parks and Recreation Director)
2. Member - Director Little Rock Parks and Recreation
3. Member - Deputy Director Parks Operations
4. Member - Deputy Director Resources Administration
5. Member - Deputy Director Parks Recreational Services
6. Member - Marathon and Emergency Management Assistant
7. Member – Volunteer Program Coordinator

Safety Committee

The purpose of the safety committee is to promote the safety, health, and welfare of all Little Rock Parks and Recreation employees, as well as the users of the organization's different parks, grounds, and facilities. The Safety Committee is comprised of one Division Head representing each operational division under LRPR (reference page 14) and will be Chaired by the Safety Program Manager/Coordinator or as deemed appropriate by the Director of Parks and Recreation. The committee will be accountable and report all actions to the Director as appropriate.

Safety Committee Responsibilities

All Safety Committee members are to be trained initially and periodically by the SMS Program Manager as to their function within the SMS. The Safety Committee will meet on a bi-weekly basis or as required, and the Chairperson will establish procedures and agendas each meeting and distribute meeting minutes as necessary as well as action items.

All members are asked to bring safety concerns respective to their division to the attention of the Committee and provide feedback to respective division employees on the results. All members will encourage within their respective divisions prompt and accurate reporting of not only required reporting of manifested safety events, but also minor events or "near-misses" which often are precursors to accidents and incidents. Identified safety issues will be discussed, as well as recommended solutions to workplace hazards; all recommendations will be documented and communicated to all relevant personnel.

Any matter deemed urgent by the Committee Chair and/or Safety Committee members shall be brought to the attention of the Director immediately. The Committee is, in the interest of safety management, empowered by the Director as a matter of policy (reference P. 12) to protect

LRPR employee's as well organizational assets. Members of the Safety Committee are responsible for performing risk assessments, accident and incident investigations, and employ SMS tools to determining the root and contributing causes of all safety events and non-conformances that relate to their area of expertise. Further responsibilities of Safety Committee members are as follows:

1. Assist in the accomplishment safety program objectives; assist in the enforcement of safety policy
2. Assist in training of employees, program supervisors, volunteers, and interns to stimulate the importance of safety awareness
3. Hold bi-weekly meetings or as deemed necessary by the Chairman of the Committee, the Parks and Recreation Director, or other Committee member for the purpose of providing opportunities for employees to voice safety concerns and participate in the risk management process
4. Participate in improving SMS function as appropriate
5. Maintain and stimulate the interest of all employees in safety matters through both verbal and written communication
6. Attend all Safety Committee meetings; substitute designated representative where unable
7. Be the example for setting the safety standard for work habits and safe performance of duties
8. Report unsafe work practices for discussion at meetings; emphasize job safety training
9. Encourage all employees to practice good safety habits and to report all safety hazards (Reference Hazard Reporting Form – p. 105)

10. Ensure compliance with the applicable regulations of Local, State, and Federal authorities as appropriate as well as promoting CAPRA principles and NRPA guidelines.

Safety Committee Meeting Protocol

It is important for Safety Committee members to attend meetings when able. If a member cannot attend, he or she must give the Chair a reason and in a timely manner. The meeting will take place at least bi-weekly but no less than once monthly. The Chair will create meeting agendas, the Secretary will complete meeting minutes which will be distributed to Committee members as appropriate and in a timely manner. Minutes are maintained in the SMS program on the Safety Share Drive – created specifically by the Program Manager to manage all organizational safety initiatives. Committee protocol will generally commence as follows:

1. A review of previous items of relevance
2. A commencement of current agenda items of discussion
3. Discussion of any new incidents/accidents that have taken place; status of relevant previous investigation
4. Findings in connection with the investigation process
5. Proposals for elimination/mitigation measures relevant to findings
6. Ensure work orders (as appropriate) are created to address safety issues; contract maintenance where necessary, status of work orders/contract maintenance discussed
7. Adjourn and plan to follow up with outstanding safety issues next meeting

Line Supervisors Safety Responsibilities

1. Responsible for the safety of operations in respective AOR including:
    a. Employee training and promoting safe operations to subordinates

b. Ensure proper work equipment and safety related apparatus such as personal protective equipment (PPE); inquire with Division Heads where lacking
c. Responsible for effective supervision of job performance
d. Safety briefings as appropriate prior to work activities; emphasize any specific job-related hazards
e. Promote a safety culture within their respective AOR
f. Adapt the non-retribution policy in hazard reporting (except in cases of proven willful misconduct, negligence, or sabotage – reference p. 45)
g. Conduct thorough initial accident/incident investigations to determine the chain of events that may identify causal and contributing factors as opposed to seeking to place blame
h. Conduct initial accident/incident investigations (see Appendix I through IV pages 100 - 103 to view standard forms)
i. Communicate with respective Division Heads and Safety Program Manager/Coordinator in safety matters that cannot be solve at the functional level or lowest level possible

Safety Action Group (SAG)

The Safety Action Group (SAG) is an outlier of the Safety Committee which exists to address safety concerns in an ad hoc manner. Where-as the Safety Committee addresses safety risk management at a high *strategic* level – such as high-level issues related to policies, resource allocation and organization safety performance monitoring, the SAG serves as the *tactical* arm of the Committee and addresses specific issues such as the implementation of measurable policy objectives that must be coordinated through the organization.

Safety Action Group Members

1. Team Lead – Safety Program Manager/Coordinator

2. Member – As appointed by the Deputy Director Parks Operations
3. Member – As appointed by Deputy Director Resources Administration
4. Member – As appointed by Deputy Director Parks Recreational Services
5. Member – As appointed by Little Rock Marathon Manager

These positions will likely be filled with Line Supervisors or designated representatives. Line Supervisors are an integral part of the team effort possessing the experience, knowledge, and skills conducive to safety of operations. Various members from different levels of LRPR leadership staff may serve as SAG members as necessary to meet specific safety challenges and objectives.

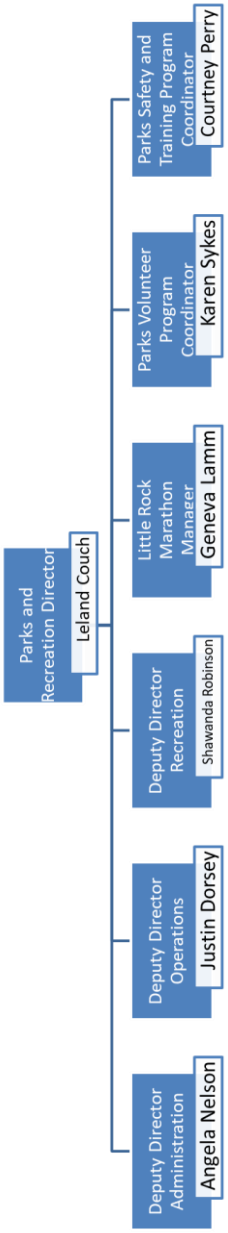
Safety Action Group Duties

1. Oversees operational safety performance within the functional areas of the organization and ensures that appropriate safety risk management activities are carried out with staff involvement as necessary to build up safety awareness
2. Coordinate the resolution of mitigation strategies for the identified consequences of hazards and ensures that satisfactory arrangements exist for safety data capture and employee feedback
3. Assesses the safety impact related to the introduction of operational changes or new technologies
4. Coordinate the implementation of corrective action plans and ensures that corrective action is taken in a timely manner
5. Reviews the effectiveness of previous safety recommendations

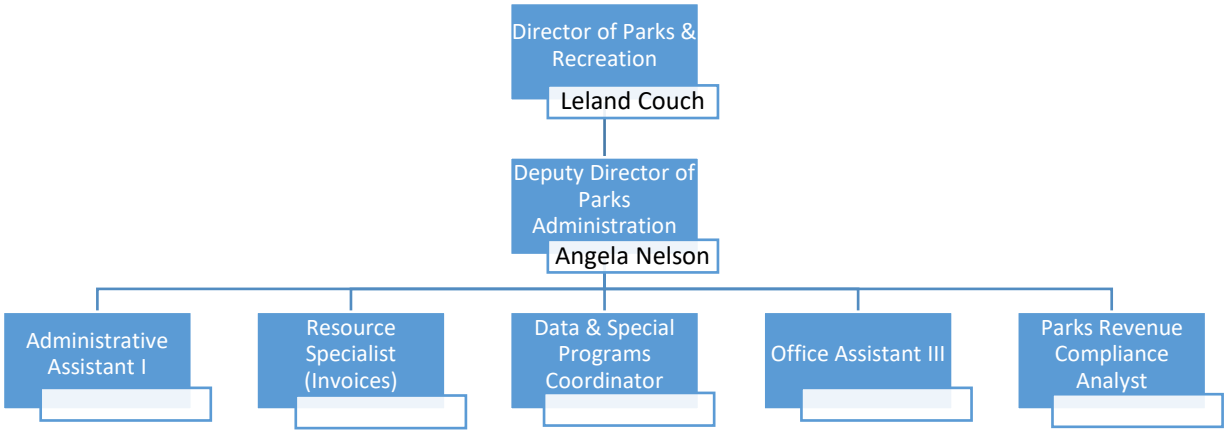
6. Oversees safety promotion activities as necessary to increase employee awareness of safety issues and to ensure that they are provided appropriate opportunities to participate in safety management activities

2.3 – ***Management Structure and Appointment of Key Organizational Safety Personnel***

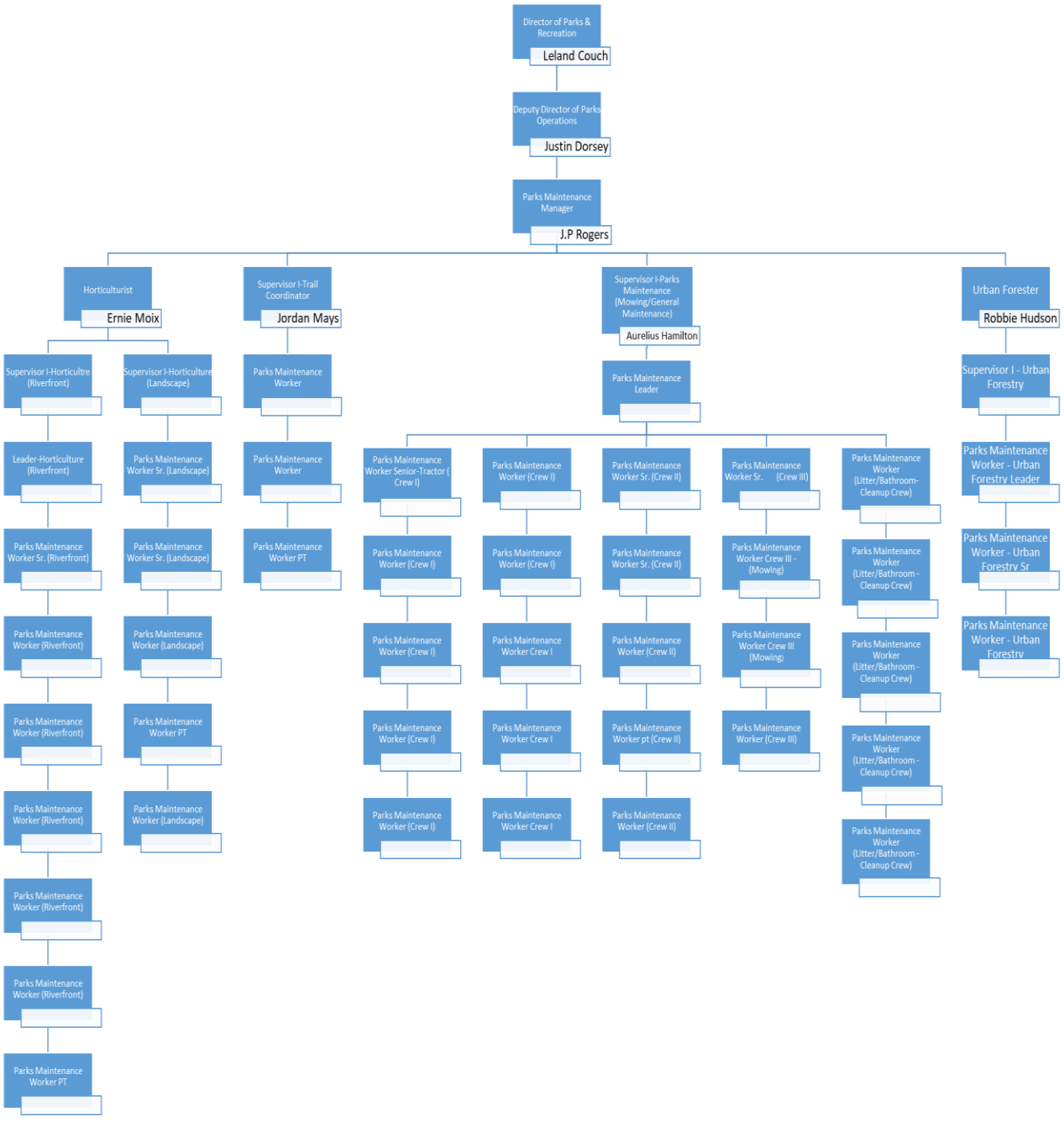
2.3.1 – Parks & Recreation Director Staff



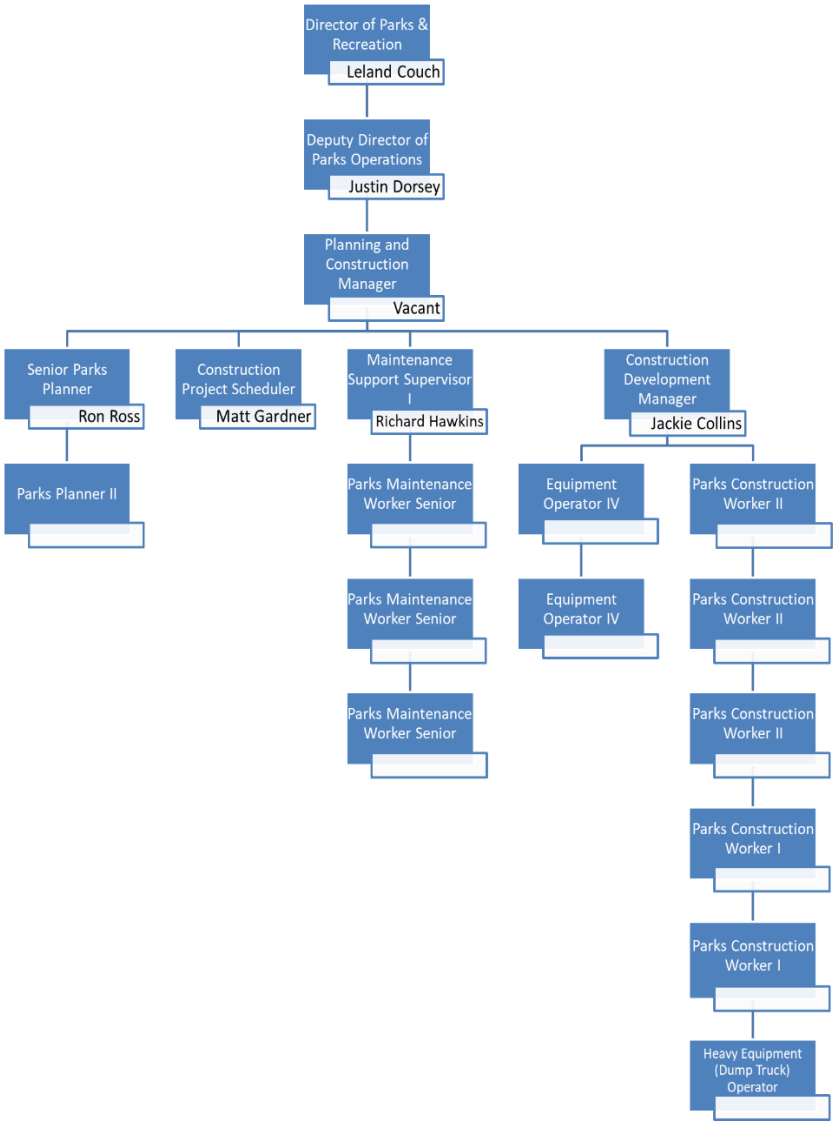
2.3.2 – Resources Administrative Division



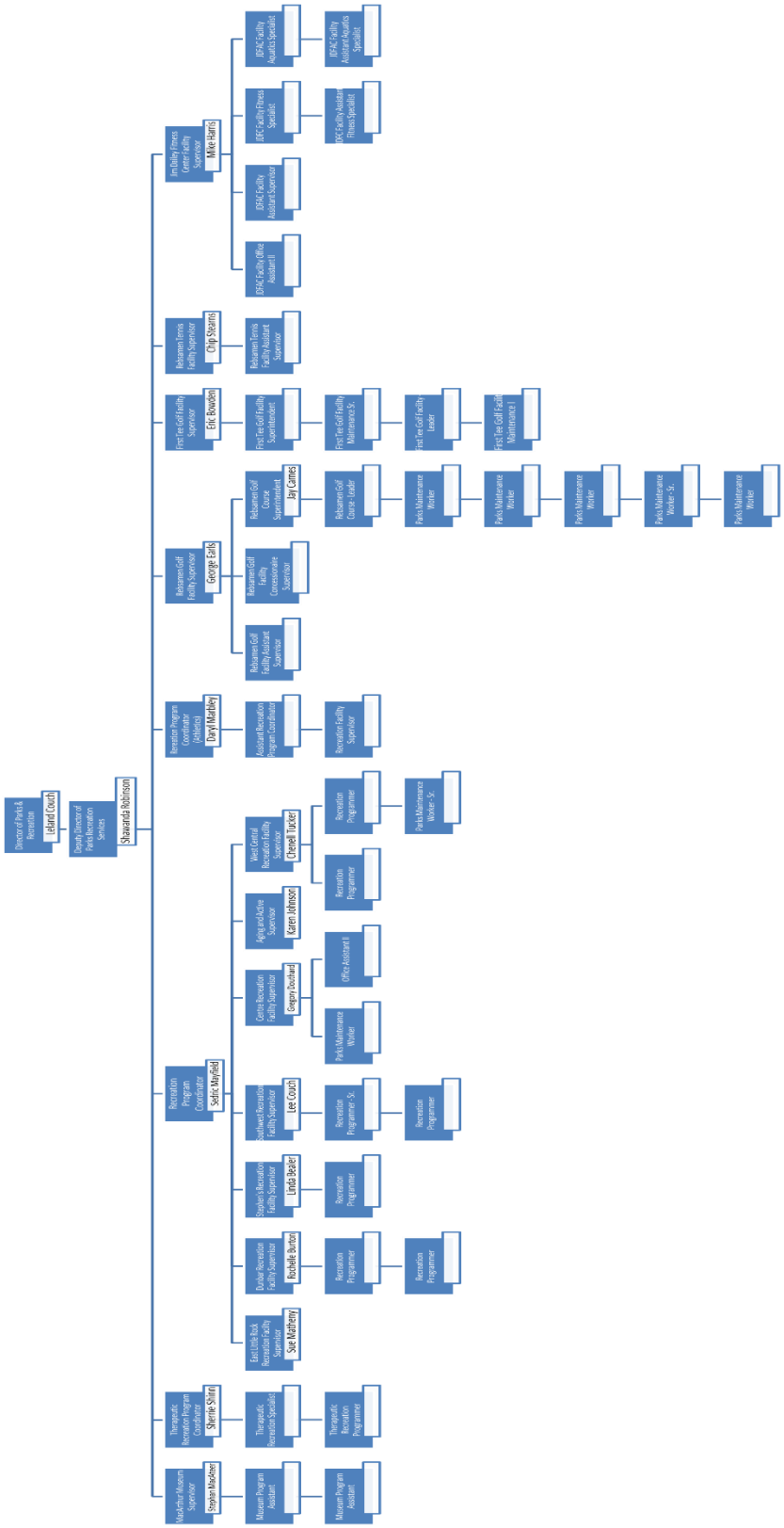
2.3.3 – Parks Maintenance Division



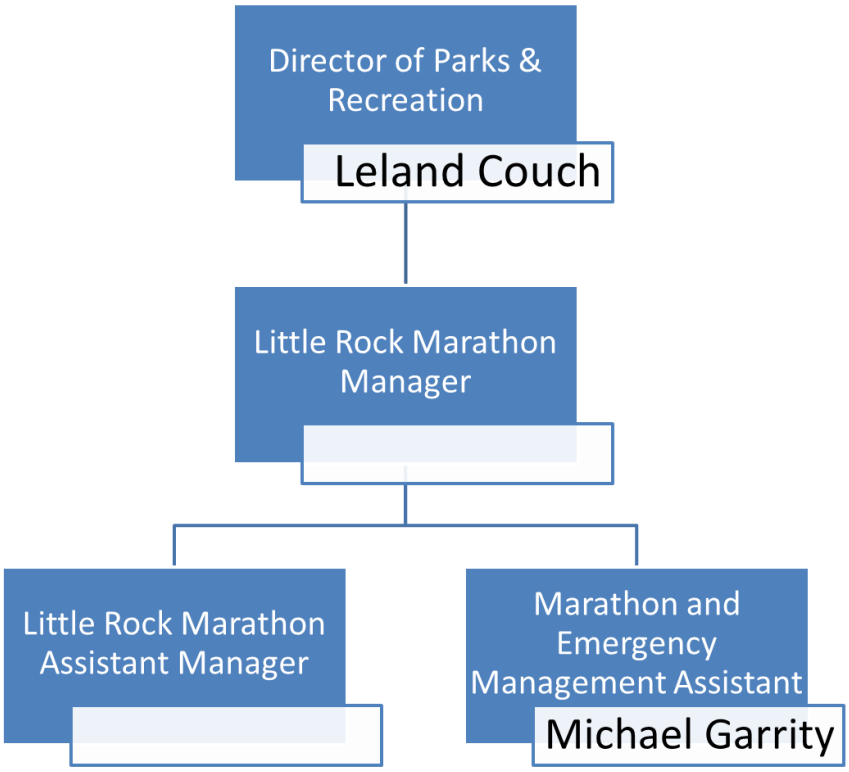
2.3.4 – Design & Development Division



2.3.5 – Recreation Division



2.3.6 – Marathon Division



2.3.7 – Compliance with Standards and Legal Requirements

All personnel have a duty to comply with approved standards including (1) LRPR safety policies and procedures, (2) performance commensurate with the safe performance of general duties, and (3) legal government regulations such as those commensurate with the safe operation of City vehicles. Research shows that once deviating from the rules is entertained, you are almost twice as likely to commit an error with serious consequences. Breaking the rules does not always result in an accident; however, it always results in greater risk for the operation, and this organization adheres to the principle of never taking unnecessary and/or uninformed risks hence, the use of the Risk Assessment Matrix (RAM – reference P. 37 – 40).

Behavior that displays intentional non-compliance with standards sets the stage for negative safety events. Proactively addressing deviations from standards and taking immediate corrective action will lessen the potential for negative safety events. Corrective action can include counseling, training, discipline, or removal from position as determined by the Director. However, corrective action must be levied as is commensurate with sound safety management principles; any necessary corrective action must consider the circumstances surrounding the offense. In some cases, the action committed or omitted may be the result of faulty processes with unidentified latent hazards which cannot be remedied solely by levying punishment. In such a case, the causal and contributing factors remain undetermined and can be reasonably expected to manifest themselves again with someone else under similar conditions and circumstances. In this regard, promoting a non-retribution safety reporting policy is paramount as this encourages active participation in hazard reporting where significant hazards may exist in the work environment. This fosters proactive risk management in the interest of effective safety reporting unhindered by the threat of unfair treatment or undue punishment.

An effective SMS seeks to make a clear distinction between honest mistakes and intentional non-compliance with standards. Honest mistakes occur and when they do occur, can be addressed through counseling, training, and/or other City sponsored programs geared toward improving employee performance such as the Employee Assistance Program (EAP). On the other hand, LRPR is also committed to the principle that when rewarded for normal, positive, and safe performance of duties that this leads to continued compliance with organization standards. While underscoring that personnel will not be rewarded for accomplishing their duties in an unsafe manner, the opposite is reinforced where the desired behavior is duly recognized and rewarded - an important tenet of the Safety Promotion Pillar (discussed p.88).

Little Rock Parks and Recreation is accredited by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA). Assessed on a five-year accreditation cycle, LRPR must continue to uphold and maintain the standards commensurate with CAPRA expectations regarding the essential elements for effective and efficient delivery of safe parks and recreation services. In this regard, consistent compliance with safety standards will result in consistently meeting CAPRA safety requirements; this is dependent on an organizational culture in which safety is effectively integrated in all aspects of Parks and Recreation operations. This not only serves to meet or exceed the standards that promote improved safety performance, but also preserves the organization's most valuable resources by meeting the safety and health needs of Parks and Recreation personnel integral to effective performance and quality Parks and Recreation services.

2.4 – *Coordination of Emergency Response Planning*

The Little Rock Parks and Recreation Safety Committee identifies the potential for accidents and incidents through proactive program analyses. The Safety Committee will always respond to accidents and incidents and is responsible for LRPR's emergency response and planning.

The LRPR Emergency Response Plan (ERP) governs the initial actions to be taken in the event the specific types of emergencies common to the Little Rock area were to manifest. These contingencies are based on a historical record of those events and are identified in the State of Arkansas All Hazards Mitigation Plan, and the City of Little Rock Emergency Response Framework (2020). The Safety Program Manager/Coordinator, in conjunction with Safety Committee and SAG members, is responsible for assuring that all personnel are trained to handle these types of emergencies based on their role in the organization. Emergency drills should be conducted at least bi-annually to ensure employees are competent not only to perform effectively their pre-determined roles during emergencies, but also to promote the general welfare of evacuees by instilling the correct responses in a timely manner and an orderly fashion during various emergency situations. The plan includes all relevant emergency contacts including those at the City of Little Rock (CLR) level and is distributed to all relevant LRPR facilities.

2.5 – *SMS Documentation*

All safety related documents are controlled and maintained primarily by the Safety Program Manager/Coordinator in conjunction with respective Division Heads. This includes all SRM documents such as hazard identification and risk management (HIRM) reports, accident and incident report forms, and safety training records. The Safety Program Manager/Coordinator is also responsible for generating periodic and end-of-year safety reports to the Safety

Committee and Parks Director. These reports include hazard and risk analysis based on the findings of reported accidents and incidents and the consequent investigations; depicts the safety health of each division as well as the organization as a whole; and calculations of financial losses to each respective division as well as an aggregate calculation of total organizational financial losses. Reference page 42 for "Cost of Managing Risk" - an important component of the "Safety Risk Management" Pillar.

2.5.1 – Documentation and Records Management

Due to the plethora of information generated in the SRM process, and as a necessary component of the SMS, the Pillars and Components of the SMS are organized systematically to manage the tenets of the system. All documents, records, files, and folders are maintained at and are accessible to all stakeholders via the Safety Management System Program File located on the Safety Share Drive (\\itfiles2\Parks).

The Safety Program Manager/Coordinator will ensure all relevant records are maintained indefinitely for historical reference as well as to meet any five-year Parks and Recreation Accreditation cycle performed by CAPRA.

3.0 – SAFETY RISK MANAGEMENT

3.1 - ***Hazard Identification and Risk Assessment***

Safety Risk Management (SRM) is the process of hazard identification and management of associated risks to acceptable levels. Risk management is grounded in two inseparable concepts (1) hazard identification and (2) risk assessment. Without first acquiring an accurate determination of what is a hazard in an operational system, eliminating, or mitigating the associated risk renders any subsequent attempts ineffective and inefficient at best especially given the use of limited resources. A hazard must be positively identified and its potential to do harm (risk) determined in the context of probability and severity before an assessment of the resources required to address the hazard effectively and efficiently can be determined.

This proactive, systematic process is fundamental in the Safety Management System. The success of the organization in meeting or exceeding safety goals depends on the organization's effectiveness in employing this process in identifying hazards and accurately determining associated risks. Hazards are primarily identified through safety audits, frequent inspections, employee voluntary reporting, and general reporting from the public regarding our parks, playgrounds, and all associated facilities.

3.1.1 – Preliminary Hazard List (PHL)

A Preliminary Hazard List (PHL) is generated through any of the aforementioned reporting avenues regarding any and all LRPR Department areas of responsibility (refer to p. 9). The PHL thus serves as an initial record of hazard identification, and the basis for determining associated risks and the appropriate courses of action in managing those risks. An important factor in documenting hazards is the inclusion of photographic evidence as a record of each hazard; furthering the effectiveness of this effort, is that each image is geo-referenced to the

exact location anywhere the image is captured. These images are consequently stored in the "Safety Risk Management" Pillar of the SMS program file located on the Safety Share Drive and linked to Little Rock Parks Safety Maps.

As stated earlier, it is impossible to manage risk without knowing first its parent companion, a hazard. Often used interchangeably and incorrectly so, the definition of "hazard" and "risk" are quite different and only the correct understanding of both will yield the correct application of risk management.

Hazard

A hazard is defined as any condition, event, or circumstance that has the potential to cause harm or death to human beings and/or the damage or loss of facilities, equipment, property, or to the environment.

Risk

Risk defines a hazard in term of two accompanying concepts (1) Probability and (2) Severity. *Probability* is the likelihood a set of circumstances will manifest themselves resulting in an accident, incident, or some unplanned and undesirable outcome (Refer to Figure 2/page 37); *Severity* is the potential negative degree to which those circumstances may be manifested (Refer to Figure 3/page 38). This information is best displayed in practical terms using a Risk Assessment Matrix (RAM) to yield a composite risk index; a practical alpha-numeric value with which to determine and prioritize risk (Refer to Figure 4/page 39). Figure 5/page 40 – depicts risk tolerability in three major regions (1) Intolerable, (2) Tolerable (with mitigation) and (3) Acceptable. These groupings serve to assist the Director, Division Heads, and Supervisors in the decision-making process of committing limited resources toward safety risk management.

3.1.2 - Risk Assessment Matrix (RAM)

Though separate in their distinctions, it is necessary to combine hazard and risk components to determine in practical terms the level of threat posed. The alpha-numeric product of a hazard and a risk respectively, combines in a matrix to determine a subjective yet practical assessment of risk (reference pages 37-40/Figures 2 through 5). Being that the perception of risk is a subjective matter in many cases, speaks to the importance of employing the expertise and experience of various Safety Committee members, and why it is necessarily comprised of the Division Heads who possess a wealth of knowledge and experience to best assist in determining risk management measures, as well as being in positions to move organizational resources in the interest of those measures. Once an appropriate level of risk has been determined collectively via the RAM and all associated documents and images are prepared and forwarded, the appropriate maintenance element is assigned via establishment of a work order, or contract is made with a local vendor should the scope of work exceed Parks Maintenance capabilities. The Safety Program Manager/Coordinator tracks the status continually, updates as appropriate via the Maintenance Manager and/or appropriate Safety Committee Member, until such time the matter reaches an appropriate conclusion and is rendered "Closed" on the Hazard Analysis Worksheet (p.41, Fig.6), where the record is maintained indefinitely.

Major changes in Parks and Recreation operations, such as the installation of a new play component system, or the modification of an existing structure, can introduce new hazards and risks into the system. These potential hazards and risks can be anticipated by employing the "Management of Change" (MOC) principle under the "Safety Assurance" Component (discussed in-depth page 85) and will involve all stakeholders party to the change. Figure 1 on page 36 is an instrumental guide when brainstorming in the SRM process to identify potential hazards because

of major system changes. During this process, avoiding a hazard is generally the most desirably outcome when possible. To this end, hazard avoidance should take place during the engineering or design phase – such as when planning to install a new or upgrade an old play component system. A balance must be struck between the child developmental component of the system, and the safety component of the system which may involve the avoidance of certain design features. But if avoidance is not an option, reduce the effect of system hazards by controlling the associated risk through available control measures to mitigate the risk to a level as low as reasonable and practicable (ALARP). This prevention methodology employs four general control solutions:

3.1.3 - Prevention Methodology - Control Solutions

1. ***Engineering Solution***: This is the most desirable solution method as it eliminates the hazard in question. This includes proactively considering safety hazards during the park design or upgrade process, for example, and implementing design features in such a way that hazards are designed out of the system to the extent practical and reasonable. This in turn negates latent hazards that may manifest at some future point - necessitating expensive design changes and the inefficient and/or ineffective use of limited resources in the interest of addressing those latent hazards.
2. ***Control Solution***: This solution method is employed in situations where it may not be possible to remove the hazard. In this case, it is necessary to mitigate the risk in the most appropriate fashion as determined, such as, by the breadth of expertise of the Safety Committee once the hazard is identified and assessed. For example, where a design feature such as a door that swings open into an active walkway can only be redesigned at great cost and is not practical, making others actively aware will allow those opening the

door to control that action knowing the danger it poses to unsuspecting pedestrians, as well as giving otherwise unsuspecting pedestrians the opportunity to acknowledge the hazard and safety traverse the immediate danger zone.

3. ***Personnel Solution***: When a hazard cannot be eliminated or effectively controlled, the most effective way is to warn others of it. In the preceding example, installing the appropriate warning signs both inside and outside the door in question should provide sufficient warning of the hazard to both parties; both parties therefore, having knowledge of the hazard, have the personal responsibility to maintain situational awareness of their surroundings and heed the reasonable warning of the hazardous situation.
4. ***Protective Equipment Solution***: This solution serves to reduce the effects of hazards when a particular hazard is simply unavoidable. By wearing the appropriate personal protective equipment, protection is afforded to the extent possible given the nature of the job function and environment.

These control measures may include addressing the issues through the maintenance process, direct work processes, establishment of standard operating procedures, safety training, safety briefings, and other similar means to mitigate the consequences of exposure to hazards. Again, all employees have a responsible for various levels of safety controls and should have the competence to act accordingly in their respective AOR.

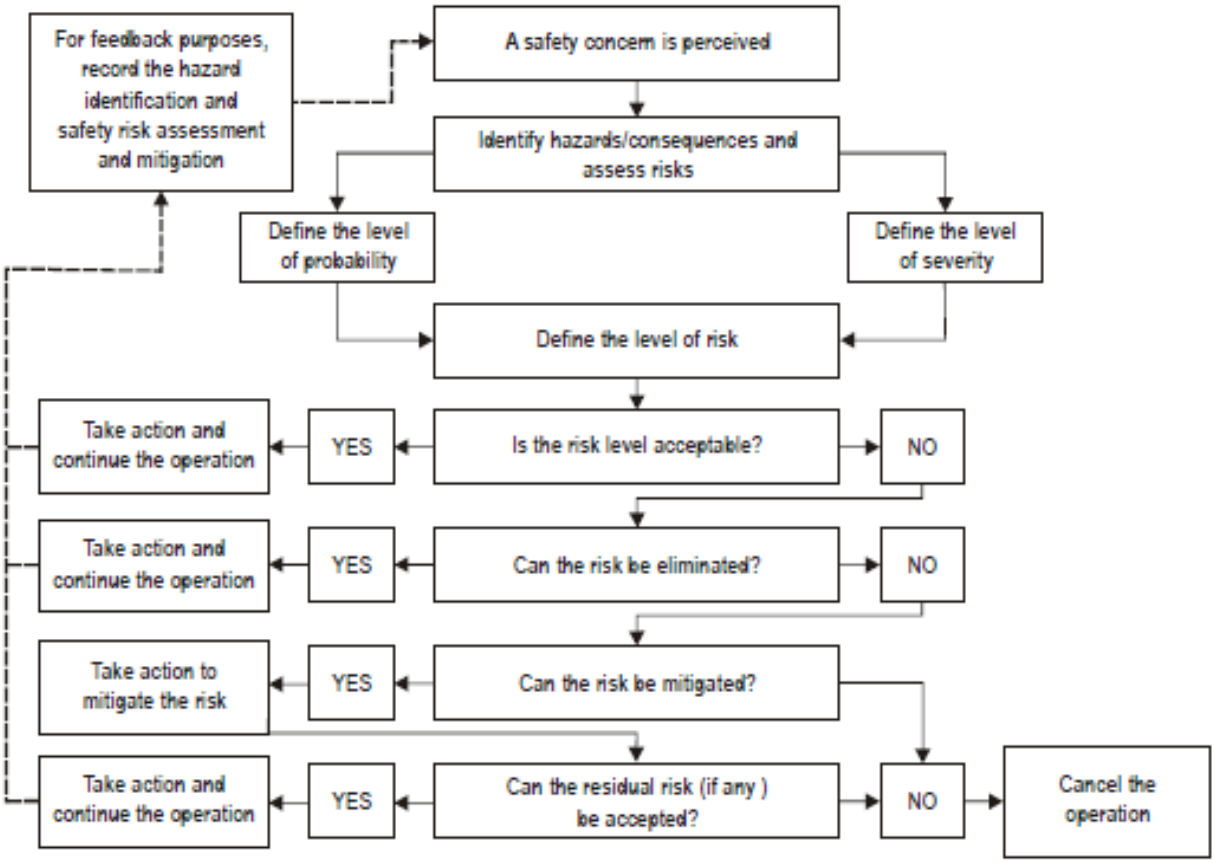


Figure 1
Safety Risk Management Process
Source: ICAO SMM

RISK ASSESSMENT MATRIX

HAZARD PROBABILITY TABLE

Likelihood	Value	Meaning
Definite	5	Will occur in most circumstances
Probable	4	Likely to occur in most circumstances
Possible	3	Probably will occur in some circumstances
Improbable	2	Unlikely to occur depending on circumstances
Rare	1	Will not occur under most circumstances

Figure 2
Hazard Probability Table
Source: ICAO SMM / LRPR 2016 Risk Management Manual

HAZARD SEVERTIY CATEGORIES

HAZARD SEVERITY CATEGORIES

Severity	Value	Meaning
Catastrophic	A	One/multiple loss of life possible; destruction of equipment, structures, property
Severe	B	Severe Injuries to one/multiple persons; extensive hospitalization/permanent disability/disfigurement possible; severe damage/total loss of equipment, structures, property possible
Major	C	Major injuries/non-life threatening; temporary disability/short term hospitalization possible; major damage to equipment, structures, property possible - salvageable with repair
Minor	D	Minor injuries/first aid/Emergency Room/short-term discomfort possible; minor damage to equipment, structures, property possible - operational as is
Negligible	E	No harm/injury to humans; no damage to equipment, structures, property

Figure 3
Hazard Severity Categories
Source: ICAO SMM / LRPR 2016 Risk Management Manual

RISK ASSESSMENT MATRIX

RISK PROBABILITY	RISK SEVERITY				
	Catastrophic A	Hazardous B	Major C	Minor D	Negligible E
Definite	5A	5B	5C	5D	5E
Probable	4A	4B	4C	4D	4E
Possible	3A	3B	3C	3D	3E
Improbable	2A	2B	2C	2D	2E
Rare	1A	1B	1C	1D	1E

Figure 4
Risk Assessment Matrix
Source: ICAO SMM

RISK TOLERABILITY INDEX

RISK TOLERABILITY INDEX		
Risk Tolerability Description	**Assessed Risk Index**	**Risk Management Criteria**
Intolerable Region	5A, 5B, 5C, 4A, 4B, 3A	Unacceptable under existing circumstances
Tolerable Region	5D, 5E, 4C, 4D, 4E, 3B, 3C, 3D, 2A, 2B, 2C, 1A	Acceptable based on risk mitigation; may require management decision-making process
Acceptable Region	3E, 2D, 2E, 1B, 1C, 1D, 1E	Acceptable as is/further risk management based on cost/ benefit analysis

Figure 5
Risk Tolerability Index
Source: ICAO SMM

HAZARD ANALYSIS WORKSHEET

HAZARD ANALYSIS WORKSHEET

Park:
Facility:
Shop:

Control Number	Date Discovered	Hazard Description	Potential Causal Factors	Effects of Hazard	Risk Assessment Index	Hazard Control Recommendations	Effect of Recommendation on Hazard Risk Index	Hazard Control References	Status	Notes

Figure 6
Hazard Analysis Worksheet
Source: Bahr (1997)

COST OF MANAGING RISK

COST OF MANAGING RISK						
Park: Facility: Shop:						
Hazard Description	Hazard Control Recommendations	Estimated Cost Contractor	Estimated Time Contractor	Estimated Cost Parks & Rec Maintenance	Estimated Time Parks & Rec Maintenance	Notes
Total Capital		$0		$0		Total Capital
Total Time			0		0	Total Time

Figure 7
Cost of Managing Risk
Source: Created by Safety and Training Coordinator

3.2 – ***Risk Assessment and Mitigation***

3.2.1 - Hazard Reporting System

General Policy

The Little Rock Parks and Recreation Risk Management Manual (RMM), Accident Reporting and Investigation Procedures, outlines the accident reporting policy and procedure for LRPR - reference "Life Safety" section in the manual pages 50-64, as well as Appendix I-V pages 100-104 in this manual for the same standard forms. While valuable information can be ascertained during the investigation process using these forms, this reporting criteria is a reactive process in that it captures safety information only after safety events have occurred and serves primarily as the foundation upon which the transfer of organizational risk is built after the fact - namely to file insurance claims for equipment and/or medical coverage for injured personnel. As a part of the process, employee liability is generally established; though necessary where warranted, a fear of reprisal may inhibit voluntary reporting and the withholding of key information should the process seek only to place blame and levy punishment at the expense of valuable safety information - lessons learned - that can actually be applied proactively to prevent future accidents.

Non-Reprisal Reporting

Investigating accidents and major incidents reported after the event may yield valuable safety recommendations for future prevention. However, these reactive recommendations may not be effective in prevention unless the situation and circumstances surrounding the event plays out the same – an unrealistic expectation in the dynamic Parks and Recreation operating environment.

It light of these considerations, the reasons why proactive, voluntary employee reporting is so important shines through. Section 3c-e, p. 51 under "Accident Reporting" of the RMM supports this notion, but unless the notion of voluntary reporting is explicitly separated from the notion of reprisal as a result, it is reasonable to assume that the "near-misses" or "close-calls" that are often the foundation upon which future accidents are build will remain unreported.

It is also reasonable to assume that these greatly outnumber actual reported accidents, and so makes the Non-Reprisal Hazard Reporting concept more important in addressing this situation by promoting the voluntary, non-retribution reporting of all minor occurrences and small incidents that in any way, in the perception of the reporter, has the potential to negatively affect the safety of the operation. The Voluntary Hazard Reporting Form (Appendix VI, P.105) is concerned only with the safety information it was created to ascertain and has no role in any punitive action - short of willful acts of misconduct or deliberate acts that lead to accidents and incidents, or criminal offenses that break the governing rule of law - cases that would not lend to voluntary reporting.

To err is human, and mistakes happen; the key is to address each honest mistake fairly and justly without a knee-jerk reaction toward punitive action. This "Just Culture" concept is depicted in the following diagram when deciding if disciplinary action is warranted:

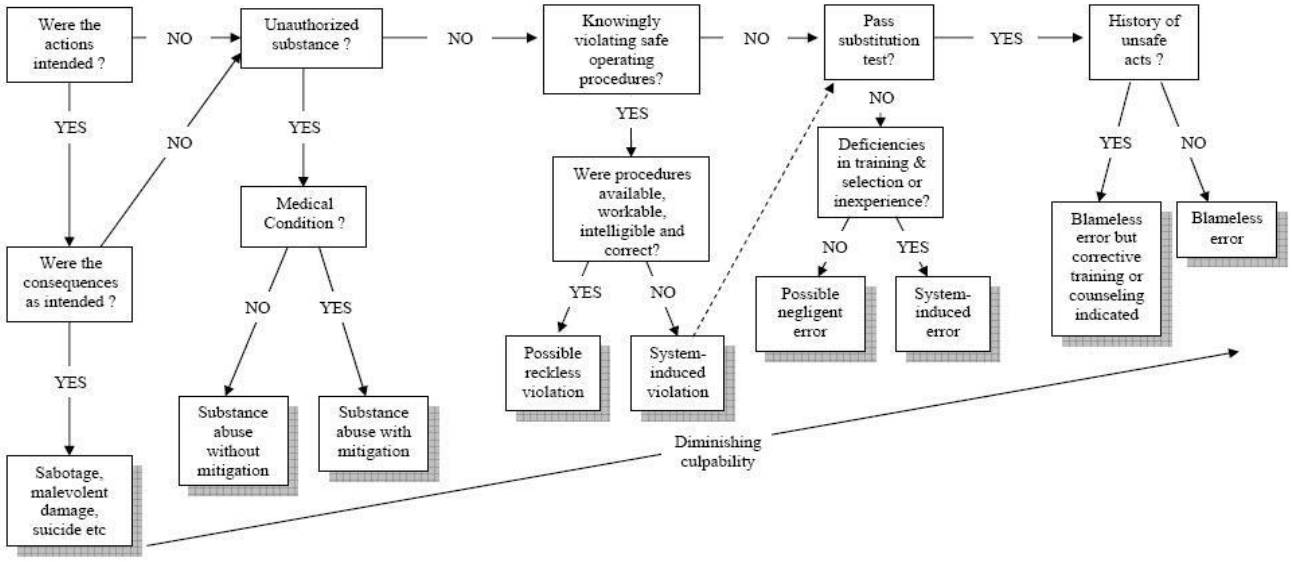


Figure 8
Decision Tree for Determining Culpability of Unsafe Acts – Reason (1997)

Hazard Reporting Process

Any individual involved directly or indirectly in Parks and Recreation activities (i.e., full time employees, part-time employees, contract personnel, volunteer personnel and interns) must report any observed hazard. If the recognized hazard is unable to be resolved effectively on the spot, the observer shall report the hazard via the methods available in the Hazard Report System to ultimately notify the Safety Program Manager/Coordinator and/or Parks Maintenance. The following provides a guideline for the purpose of determining whether a situation warrants the submission of a Hazard Report. This description is not all-inclusive, and the originator should exercise sound judgment and discretion when determining if a report should be submitted.

A report shall be submitted when any situation, practice, procedure, or process is observed which is either (1) a recognized safety concern, (2) considered unusual from an operational or procedural standpoint, or (3) considered deficient from a safety standpoint. Any safety concern that, in the perspective of the observer, requires attention to prevent perceived

negative outcomes, should be reported. Consequently, the Safety Program Manager/Coordinator in cooperation with the Safety Committee, will make the determination of the validity of the report, prioritize using the Risk Assessment Matrix, and submit for maintenance action through the work order system or generate a contract as appropriate. The submitter's identification on the report is optional but is encouraged if further information is required. Identification does allow the Safety Program Manager/Coordinator to contact the reporter with follow-up information to keep the reporter consequently informed; this is important to promote continued involvement in the process present and future.

Reports should be concise and should accurately describe the hazard. In circumstances where the perceived hazard possesses the immediate potential for undesired outcomes, the Safety Program Manager/Coordinator should be notified immediately by the most expeditious means possible to determine the appropriate course of action to prevent negative outcomes. The linked Hazard Identification Report is the electronic version of Voluntary Hazard Report Form; this is the preferred method as this allows not only for effective reporting, but also for the most efficient tracking of all reported hazards. Reference also Appendix VI (page 105) for a hard copy version of form.

Upon receipt of a Hazard Report, the Safety Program Manager/Coordinator will investigate to determine the validity of the report as well as to gain additional information concerning the hazard in question. Any significant hazardous situation shall be prioritized accordingly and the submitter, if identified, will be advised of the progress as well as result of the investigation. If a hazard report identifies a problem outside the scope or authority of the LRPR's safety management program, the originator will be assisted in routing the information to the appropriate person or entity responsible including but not limited to (1) 311 (City of Little

Rock non-emergency reporting hotline); (2) Entergy (electric); (3) Central Arkansas Water; (4) Center Point Energy (Gas); (5) AT&T (Telephone). Calling 911, where a hazard is determined an emergency, is generally the most direct course of action in conjunction with any of the above contacts. This information is also referenced in Little Rock Parks and Recreation Emergency Response Plan (ERP) for employees.

Upon validation of a hazard report, the Safety Program Manager/Coordinator will document the report within the SMS and submit to the appropriate maintenance entity for action through the work order system. Subsequently, the Parks and Recreation maintenance element most suited to address the hazardous situation will be notified under a generated work order number, along with an appropriate action and target completion date for elimination or reduction of the associated risk. Any action outside the scope of Parks Maintenance capabilities will be contracted as determined by the Project Scheduler and/or Division Head with approval by the Parks Director. This process will be tracked within the SMS from cradle to grave and reviewed by the Safety Program Manager/Coordinator and the Safety Committee periodically until completion. Once completion is attained, the original reporter will be notified as appropriate of the closure of the matter.

Americans with Disabilities Act (ADA) Non-Compliance and Safety

In some cases, ADA non-compliance with standards in accordance with the Department of Justice (DOJ) 2010 ADA Standards for Accessible Design also presents corresponding safety hazards as a result. As a part of regular safety inspection and periodic audits, factors that are ADA non-compliant resulting in safety concerns are also included in the Preliminary Hazard List (PHL) compiled during safety inspections by the Safety Program Manager/Coordinator and submitted for action via SMS risk management processes. In addition, patrons who discover such

ADA safety related issues can address them directly via facility staff (face-to-face), and/or through the normal hazard reporting process. Also, staff members can address these issues via the normal hazard reporting process as LRPR ADA compliance is wholly managed in the ADA Management System (AMS) located on the Parks Share Drive (\\itfiles2\Parks); reference for the complete and comprehensive ADA Transition Plan.

3.2.2 – Cost of Managing Risk

Little Rock Parks and Recreation operates with limited resources. Many accidents and serious incidents come with a cost not only financially, but also often affecting not only the quality of life and health for individuals injured during duty performance, but also that person's ability to fully perform those duties. This affects the organization's ability to operate at full capacity and resonate as loss of valuable resources.

Addressing each accident or incident through risk management requires a measured response of limited resources in both capital as well as time; the cost of managing risk is therefore an important consideration when balancing the appropriate mitigation or elimination response measure with the resources necessary to effectively address hazards. The Safety Committee, with collective expertise and experience, will determine the best course of action to address the costs associated with managing risks - commensurate with budgetary considerations. Accurately tracking and maintaining a record of these costs also serve in establishing the baselines for future financial planning to determine budgetary considerations for specific risk management resource needs. Reference page 42/Figure 7 to view the costing process.

4.0 – SAFETY ASSURANCE

4.1 – ***Safety Performance Monitoring and Measurement***

Safety Assurance (SA) processes ensure that once risk control measures are in place, the organization continues to review the effectiveness of safety controls to ensure safety objectives are being met and that safety risks are maintained within acceptable levels as defined by the organization's safety objectives.

SA provides all stakeholders an indication of the performance of the safety system in place; after the controls for risk are made part of system safety, SA verifies that these controls are performing as expected.

The Safety Program Manager/Coordinator, in conjunction with members of the SAG, will conduct safety audits and safety inspections as part of the SA process. All findings and associated corrective actions shall be recorded and maintained by the Safety Program Manager/Coordinator in the SMS. Safety hazards identified via these SA audits and inspections are topics of discussion regarding solutions during Safety Committee meetings.

4.1.1 – Audits and Inspections

The use of safety inspections and audits function to verify compliance with safety standards such as the U.S. Consumer Product Safety Commission (CPSC) Public Playground Safety Handbook, and the American Society for Testing and Materials (ASTM) 1487 – Playground Equipment for Public Use Standard, and are integral parts of the SA process. This function is virtually the same as the Quality Assurance (QA) process but emphasizes an objective analysis of safety hazards and risks in our parks and recreational system. As the foundation upon which SMS governing safety risk management principles are build; an audit of the safety

program itself is necessary at the outset when investigating the program for areas of improvement. This is accomplished by performing a Gap Analysis (GA).

The SMS concept does not replace the formerly established LRPR Risk Management Program, but effectively improves its processes and functions by streamlining them under the Pillars and Components of an SMS, and implementing all the practical tools paramount to program success. A Gap Analysis (GA) (reference Figure 9/page 51) assesses the current safety program by benchmarking against the proven framework of the ICAO Multi-National SMS (reference page 10 – SMS Framework) and in essence, fills in the gaps (hence the term "Gap Analysis"), that improves the current safety program when tailored to meet the organization's specific safety needs. The GA assists in improving the current safety program by systematically identifying where improvements can be made and provides the practical tools to foster those improvements to create the most effective, efficient, innovative, and tailored safety program via a functional and practical approach to the SRM. This process leads to a record of findings that reveal compliance and non-compliance, helps to determine corrective actions moving forward, and drives program improvement efforts. The GA is performed by the SMS program manager (Safety Program Manager/Coordinator), who communicates the results to the Safety Committee – those in a position, in conjunction with Director approval, to move the necessary resources as appropriate to improve the organization's safety management processes overall. An example of the GA Worksheet as applied to LRPR is below:

Little Rock Parks and Recreation Safety Program Gap Analysis Checklist			
No.	Aspect to be analyzed or question to be answered	Answer	Status of implementation
Component 1- SAFETY POLICY AND OBJECTIVES			
Element 1.1 Management commitment and responsibility			
1.1-1	Is there a safety policy in place?	Yes No Partial	
1.1-2	Does the safety policy reflect senior management's commitment regarding safety management?	Yes No Partial	
1.1-3	Is the safety policy appropriate to the size, nature, and complexity of the organization?	Yes No Partial	
1.1-4	Is the safety policy relevant to Little Rock Parks and Recreation?	Yes No Partial	
1.1-5	Is the safety policy signed by the accountable executive?	Yes No Partial	
1.1-6	Is the safety policy communicated, with visible endorsement, throughout Little Rock Parks and Recreation?	Yes No Partial	
1.1-7	Is the safety policy periodically reviewed to ensure it remains relevant and appropriate to the Little Rock Parks and Recreation?	Yes No Partial	
Element 1.2 - Safety Accountabilities			
1.2-1	Has Little Rock Parks and Recreation identified an accountable executive who has ultimate responsible and accountability for current safety program?	Yes No Partial	
1.2-2	Does the accountable executive have full control of the financial and human resources required for the operations authorized to be conducted at Little Rock Parks and Recreation?	Yes No Partial	
1.2-3	Does the Accountable Executive have final authority over all Little Rock Parks and Recreation activities?	Yes No Partial	
1.2-4	Has Little Rock Parks and Recreation identified and documented the safety accountabilities of management as well as operational personnel, with respect to current safety program?	Yes No Partial	
1.2-5		Yes	

	Is there a safety committee or review board for the purpose of reviewing current safety performance?	No Partial	
1.2-6	Is the safety committee chaired by the accountable executive or by an appropriately assigned deputy such as a Safety Manager?	Yes No Partial	
1.2-7	Does the safety committee include relevant operational or departmental heads as applicable?	Yes No Partial	
1.2-8	Are there safety action groups that work in conjunction with the safety committee?	Yes No Partial	
Element 1.3 - Appointment of Key Safety Personnel			
1.3-1	Has Little Rock Parks and Recreation appointed a qualified person to manage the day-to-day operation of the current safety program?	Yes No Partial	
1.3-2	Does the qualified person have direct access or reporting to the accountable executive concerning the current safety program?	Yes No Partial	
1.3-3	Does the manager responsible for administering the safety program hold other responsibilities that may conflict or impair his role as safety manager?	Yes No Partial	
1.3-4	Is the safety manager's position a senior management position not lower than or subservient to other operational positions?	Yes No Partial	
Element 1.4 - Coordination of Emergency Response Planning			
1.4-1	Does Little Rock Parks and Recreation have an emergency response/contingency plan appropriate to the size, nature, and complexity of the organization?	Yes No Partial	
1.4-2	Does the emergency/contingency plan address all possible or likely emergency/crisis scenarios relating to the organization's product/services?	Yes No Partial	
1.4-3	Does the ERP include procedures for the continuing safe delivery of products/services during emergencies or contingencies?	Yes No Partial	
1.4-4	Is there a plan and record for drills or exercises with respect to the ERP?	Yes No Partial	
1.4-5	Does the ERP address the necessary coordination of its emergency response/contingency procedures with that of other organizations where applicable?	Yes No Partial	
1.4-6		Yes	

	Does Little Rock Parks and Recreation have a process to distribute and communicate the ERP to all relevant personnel, including relevant external organizations?	No Partial	
1.4-7	Is there a procedure for periodic review of the ERP to ensure its continuing relevance and effectiveness?	Yes No Partial	
Element 1.5 - Documentation			
1.5-1	Is there an exposition document approved by the accountable manager?	Yes No Partial	
1.5-2	Does the safety documentation address the associated components and elements?	Yes No Partial	
1.5-3	Does Little Rock Parks and Recreation maintain a record of relevant supporting documentation pertinent to the safety of operation?	Yes No Partial	
1.5-4	Does Little Rock Parks and Recreation safety program reflect processes that including specific tasks and relevant milestones?	Yes No Partial	
1.5-5	Is the current safety program endorsed by the accountable executive?	Yes No Partial	
Component 2 - SAFETY RISK MANAGEMENT			
Element 2.1 - Hazard Identification			
2.1-1	Is there a process for voluntary hazards/threats reporting by all employees?	Yes No Partial	
2.1-2	Is the voluntary hazard/threats reporting simple, available to all personnel?	Yes No Partial	
2.1-3	Does Little Rock Parks and Recreation current safety program include procedures for incident/accident reporting for all personnel?	Yes No Partial	
2.1-4	Is incident/accident reporting simple, accessible to all personnel involved in safety-related duties?	Yes No Partial	
2.1-5	Does Little Rock Parks and Recreation have procedures for investigation of all reported incident/accidents?	Yes No Partial	
2.1-6	Are there procedures to ensure that hazards/threats identified during incident/accident investigation processes are appropriately integrated into the	Yes No Partial	

	organization's hazard collection and risk mitigation procedure?		
2.1-7	Are there procedures to review hazards/threats from relevant industry reports for follow-up actions or risk evaluation where applicable?	Yes No Partial	
Element 2.2 - Safety Risk Assessment and Mitigation			
2.2-1	Is there a documented hazard identification and risk mitigation (HIRM) procedure involving the use of objective risk analysis tools?	Yes No Partial	
2.2-2	Is the risk assessment reports approved by departmental managers or at a higher level where appropriate?	Yes No Partial	
2.2-3	Is there a procedure for periodic review of existing risk mitigation records?	Yes No Partial	
2.2-4	Is there a procedure to account for mitigation actions whenever unacceptable risk levels are identified?	Yes No Partial	
2.2-5	Is there a procedure to prioritize identified hazards for risk mitigation actions?	Yes No Partial	
2.2-6	Is there a program for systematic and progressive review of Little Rock Parks and Recreation operations, processes, facilities, and equipment subject to the HIRM process?	Yes No Partial	
Component 3 - SAFETY ASSURANCE			
Element 3.1 - Safety Performance Monitoring and Measurement			
3.1-1	Are there identified safety performance indicators for measuring and monitoring Little Rock Parks and Recreation safety performance?	Yes No Partial	
3.1-2	Are the safety performance indicators relevant to the organization's safety policy as well as management's safety objectives/goals?	Yes No Partial	
3.1-3	Do the safety performance indicators include alert/target settings to define unacceptable performance and planned improvement goals?	Yes No Partial	
3.1-4	Is the setting of alert levels or out-of-control criteria based on objective safety metrics principles?	Yes No Partial	
3.1-5	Do the safety performance indicators include quantitative monitoring of high-consequence safety outcomes (e.g., accident and serious incident rates) as well as lower-	Yes No Partial	

	consequence events (e.g., rate of non-compliance, deviations)?		
3.1-6	Is there a procedure for corrective or follow-up action to be taken when targets are not achieved, and alert levels are exceeded/breached?	Yes No Partial	
3.1-7	Are the safety performance indicators periodically reviewed?	Yes No Partial	
Element 3.2 - The Management of Change			
3.2-1	Is there a procedure for review of facilities and equipment (including HIRM records) whenever there are pertinent changes to those facilities or equipment?	Yes No Partial	
3.2-2	Is there a procedure for review of operations and processes (including any HIRM records) whenever there are pertinent changes to those operations or processes?	Yes No Partial	
3.2-3	Is there a procedure for review of operations and processes for hazards/risks before they are commissioned?	Yes No Partial	
3.2-4	Is there a review procedure of existing facilities/ equipment/operations/processes/HIRM records whenever there are pertinent external changes external such as regulatory/industry standards, best practices, or technology?	Yes No Partial	
Element 3.3 - Continuous Improvement			
3.3-1	Is there a procedure for periodic internal audit/assessment of the current safety program?	Yes No Partial	
3.3-2	Is there an internal audit/assessment plan for current safety program?	Yes No Partial	
3.3-3	Does the current safety program audit plan include the sampling of completed/existing safety risk assessments?	Yes No Partial	
3.3-4	Does the audit plan include the sampling of safety performance indicators for data currency and their target/alert settings performance?	Yes No Partial	
3.3-5	Does the audit plan cover the safety program interface with subcontractors or customers where applicable?	Yes No Partial	
3.3-6	Is there a process for audit/assessment reports to be submitted or highlighted for the accountable manager's attention where appropriate?	Yes No Partial	

Component 4 - SAFETY PROMOTION			
Element 4.1 - Training and Education			
4.1-1	Is there a program to provide training/familiarization to personnel involved in the operation of the current safety program?	Yes No Partial	
4.1-2	Has the accountable executive undergone appropriate safety program familiarization, briefing or training?	Yes No Partial	
4.1-3	Are personnel involved in conducting risk mitigation provided with appropriate risk management training or familiarization?	Yes No Partial	
4.1-4	Is there evidence of organization-wide safety education or awareness efforts?	Yes No Partial	
Element 4.2 - Safety Communication			
4.2-1	Does Little Rock Parks and Recreation participate in sharing safety information with relevant external industry product and service provider's organizations, including regulatory organizations (NRPA)?	Yes No Partial	
4.2-2	Is there evidence of a safety publication, circular or channel for communicating safety matters to employees?	Yes No Partial	
4.2-3	Is Little Rock Parks and Recreation safety manual and related guidance material accessible or disseminated to all relevant personnel?	Yes No Partial	

Figure 9
Gap Analysis Worksheet
Source: ICAO SMM

4.1.2 – Inspection/Audit Checklist

Safe work processes are inevitably tied to program effectiveness. Safe work practices must comply with the City of Little Rock (CLR) safety standards as outlined in the CLR Safety Manual; LRPR safety standards in conjunction with CLR standards as outlined in the LRPR RMM; and to the extent possible, with the safety standards of the Occupational Safety and Health Administration (OSHA) guidelines (though LRPR is not subject to OSHA authority as part of a local Municipality, OSHA rules/regulations regarding a safe and healthful work

environment are excellent benchmarks by which to adhere just the same). The following checklist is comprehensive and aims to verify compliance with many of these standards. The Safety Program Manager/Coordinator conducts audits and inspections on all facilities using this checklist with the aid of facility supervisors (SAG members) or designated personnel as appropriate. The document is used to verify compliance with standards as well as identify facility non-compliance including deficiencies that may also double as safety hazards. Once identified, non- compliance and hazards are entered into the SRM system to be addressed via the appropriate maintenance or contract elements. Refer to the checklist (Figure 10/page 58) below:

LITTLE ROCK PARKS & RECREATION FACILITY AUDIT/INSPECTION CHECKLIST					
Department: Parks & Recreation	**Division:**			**Audit/Inspection Date:**	
Facility Audited/Inspected:					
During survey of designated area, complete checklist below; check N/A on non-applicable area					
AUDIT/INSPECTION ITEM	**OSHA STANDARD**	**YES/NO NA**	**COMMENTS**	**CORRECTIVE ACTION TAKEN**	**DATE CORRECTION COMPLETED**
GENERAL WORK ENVIRONMENT	**1910**				
Office	1910.22				
1. Is the lighting in work environment, offices, walkways, stairways, etc., adequate?	1926.56				
2. Are all office chairs in safe working condition; do they caster as appropriate, are rungs and legs sturdy?	1915.82				
3. Are all office equipment and supplies in their proper places?	1910.22				
4. Is there in general good housekeeping that precludes tripping hazards, obstruction to movement, fire hazards (stacks against electrical outlets)..etc.?	1910.22				
WALKING-WORKING SURFACES	**1910**	**YES/NO NA**	**COMMENTS**	**CORRECTIVE ACTION TAKEN**	**DATE CORRECTION COMPLETED**
Floors	1910.22				
1. Are all places of employment, passageways, storerooms, and service rooms clean, orderly and in a sanitary condition?	1910.22				
2. Are workroom floors maintained in a clean and dry condition; drainage maintained where wet processes are used; dry standing places provided where practical?	1910.22				
3. Are floors free from protruding nails, splinters, holes, and loose boards?	1910.22				
4. Is there sufficient safe clearance for mechanical handling equipment; are aisles and passageways clear, in good repair, and free from obstructions?	1910.22				

5. Are aisles, doorways, and corners free from obstructions to permit visibility and movement?	1910.22				
6. Is there adequate walking and egress clearance? a. 44" for corridors and stairways b. 36" for aisles c. 32" for doors	1910.22				
7. Are carts, dollies, etc. available for use for use in transporting heavy objects, boxes, etc.?	OSHA Section 5(a)(1)				
8. Is general good housekeeping being adequately maintained?	1910.22				
9. Are all floor holes into which a person can accidentally walk guarded?	1910.22				
10. Are any floor holes covered with no opening more than one-inch wide?	1910.22				
11. Is the floor surface level and undamaged?	1910.22				
12. Are carpeted areas clean, secured to the floor, free from worn or frayed seams, rips, or tears?	1910.22				
13. Are there any equipment or supplies protruding into walkways, aisles, and egress routes?	1910.22				
14. Are there cords or cables that pose potential trip hazards?	1910.22				
15. Are permanent use cords covered by runners when crossing walkways?	1910.22				
16. Where wet floors may happen, (other than carpeted floors), are the following available to mitigate potential slip/fall hazards? *Note-Consider the following:* *a. Warning sign available for spills* *b. Cleanup supplies readily available* *c. Availability of non-slip mats*	1910.22				
Ceilings	**1910**				

1. Are the ceiling tiles intact, undamaged and in place?	1910.165				
2. Are there any signs of leaky pipes, moisture, and mold growth in ceiling tiles?	1910.165				
3. Do air condition vents and ducts appear to be clean upon visual inspection?	1910.94				
4. Are room windows unbroken and free from any type of damage?	1910.103				
5. Is a step stool or ladder available to minimize the use of chairs or other potentially hazardous substitutes for reaching/placing high objects?	1910.23				
Fixed Stairs	**1910/1917**				
1. Are fixed stairs provided where there is regular travel between levels?	1910.24				
5. Are railings provided on open sides of all stairway and platforms; on one side of all closed stairways?	1917.120				
Portable Wood/Metal Surfaces/Ladders	**1917**				
1. Are wood ladders stamped or marked to show compliance with ANSI standards for wooden ladders (A14.1-1990)?	1917.119				
2. Are ladders protected from the elements where stored; with good ventilation; not subject to excesses of heat or dampness?	1917.119				
3. Are defective ladders withdrawn from use and tagged 'DANGEROUS, DO NOT USE'?	1917.119				
4. Are rungs free of grease and oil?	1917.119				
5. Have employees been instructed on proper use of ladder?	1917.119				

6. Are only ladders with non-slip bases used; are ladders lashed or held when on slippery surfaces?	1917.119				
7. Are complete ladder inspections conducted periodically?	1917.119				
Scaffolding	**1926**				
1. Is footing or anchorage for scaffolds sound, rigid and capable of carrying maximum intended load without settlement or displacement?	1926.451				
2. Are guardrails and toe boards on open sides and ends? Are rails 2X4's 36-42" high; are Toe boards at least 4" high?	1926.451				
3. Are scaffolds capable of supporting at least four times their load?	1926.451				
4. Do casters have a lock to prevent movement?	1926.451				
5. Are ladder steps slip resistant?	1926.451				
6. Are screw jacks provided in the base for leveling platform?	1926.451				
7. Have employees been instructed on proper use of scaffold?	1926.454				
EXITS (MEANS OF EGRESS)	**OSHA STANDARD**	**YES/NO NA**	**COMMENTS**	**CORRECTIVE ACTION TAKEN**	**DATE CORRECTION COMPLETED**
1. Are there sufficient exits to permit prompt escape in case of fire or another emergency?	1910.37				
2. Are all locks or fastening that would prevent free escape prohibited?	1910.37				
3. Are exits clearly visible and routes clearly marked? Are non-exit doorways which could be mistaken for exits marked to avoid confusion?	1910.37				

4. Are all exits and pathways to exits adequately illuminated?	1910.37				
5. Are fire alarm facilities provided where necessary to warn occupants?	1910.165				
6. Are all exits and their approaches free of obstructions?	1910.37				
7. Are automatic sprinkler systems, fire detection and alarm systems, exit lighting, fire doors and other equipment in proper operational condition?	1910.164				
8. Is the minimum width of any exit access 28"?	1910.37				
9. Are emergency evacuation route maps posted?	1910.38				
10. Are egress ceiling heights no less than 7'6"?	1910.36				
11. Are means of egress kept continually free of obstructions and impediments?	1910.37				
12. Are door alarms or other security devices so designated as not to impede emergency use of exits?	1910.165				
13. Are automatic sprinkler systems periodically inspected and tested?	1910.159				
14. Are alarm and fire protection/detection systems tested at least monthly?	1910.165				
15. Are exits marked by readily visible signs?	1910.37				

16. Are exit signs distinct in color and contrast; is there a sign reading EXIT and an arrow where direction of travel to nearest exit not immediately apparent?	1910.37				
17. Are fire extinguishers easily accessible and mounted so that travel distance for employees to any extinguisher is 75' or less?	1910.157				
18. Are fire extinguisher inspected monthly as verified by current inspection on tag?	1910.157				
OCCUPATIONAL HEALTH AND ENVIRONMENTAL CONTROL	**OSHA STANDARD**	**YES/NO NA**	**COMMENTS**	**CORRECTIVE ACTION TAKEN**	**DATE CORRECTION COMPLETED**
General Machinery	**1910**				
1. Are methods provided to protect operators and other employees in the machine area from hazards created by point of operation, ingoing nip points, rotating parts, flying chips and sparks?	1910.212				
2. Are machines guards (portable and fixed) in place, secured, and offer no safety hazards in itself?	1910.212				
3. Is machinery designed to be in a fixed position anchored as such to prevent "walking" or moving?	1910.212				
4. Are pulleys, belts, gears, shafts, and all moving parts guarded?	1910.212				
5. Are employees trained on proper use and precautions associated with machinery and equipment commensurate with their duties such as hand power tools, non-powered hand tools, pneumatic tools, portable equipment such as chainsaws, lawn mowers (walking and riding) and the like?	1910.212				
Ventilation	**1910/1926**				

1. Is the concentration of respirable dust and dust or fumes in the breathing zone of any worker mitigated with the appropriate PPE?	1626.57				
2. Are work zones where such as vapors, fumes, dust, mists and such bi-products of operation adequately ventilated?	1626.57				
3. Is ventilation provided where there is adequate movement of air through work zone?	1626.57				
4. Are respirators readily available for emergency use where there is a possibility of accidental release of hazardous concentrations of air contaminants; are employees trained in their use?	1626.57				
5. Are emergency eye wash stations available as needed?	1626.57				
6. Do workers exposed to liquids, chemicals and such which may be harmful to respiratory system, skin have washing facilities including soaps, towelettes . .etc.?	1626.57				
7. Are adequate first aid facilities readily available?	1910.266				
Noise Exposure	**1910**				
1. Are feasible administrative or engineering controls utilized to reduce sounds levels; is adequate personal hearing protective devices/equipment provided otherwise?	1910.95				
2. Is there program to protect against the effects of noise exposure that adheres to the following decibel scale:	1910.95				

Hours of Day	***Sound Level/Dba***	
8	90	
6	92	
4	95	

3	97								
2	100								
1.5	102								
1	105								
0.5	110								
1/4 or less	115								

HAZARDOUS MATERIALS	OSHA STANDARD	YES/NO NA	COMMENTS	CORRECTIVE ACTION TAKEN	DATE CORRECTION COMPLETED
Compressed gases	**1910/1926**				
1. Are all compressed gas cylinders in safe condition as verified by visual inspection?	1910.101				
2. Do compressed gas containers have pressure relief devices installed and maintained?	1910.101				
3. Are all compressed gas tanks stored secured in place as appropriate?	1910.253				
4. Are permanent installed containers provided with substantial, firm non-combustible supports and foundations?	1926.350				
5. Are gas container accessories readily accessible and protected against physical damage and tampering?	1926.350				
6. Are housing/room containing/operating combustible materials adequately ventilated?	1926.350				
7. Are containers exposed to electric power lines, flammable liquid lines, or lines carrying oxidant materials?	1926.350				
8. Is general housekeeping maintained to preclude being conducive to combustible fire hazard?	1926.350				

9. Are "NO SMOKING" signs prominently posted for areas containing combustible/flammable materials as consistent with City "designated areas only" smoking policy?	1910.253				
Flammable and combustible Liquids	**1926**				
1. Are all flammable/combustible materials stored in a safe designated area?	1926.152				
2. Are all flammable/combustible materials stored separately where one could cause a reaction upon another?	1926.152				
3. Are all chemicals, whether a variety of cleaning supplies or more hazardous in nature being stored as appropriate?	1926.152				
4. Are all chemicals clearly labeled for easy and correct identification and sealed as appropriate when stored?	1926.152				
5. Is the general housekeeping of chemical materials storage area adequate to preclude fire hazard?	1926.152				
6. Are precautions being taken to prevent ignition in areas where flammable vapors may be present?	1926.152				
7. Are only approved containers used for storage of flammable/combustible materials?	1926.152				
8. Are any portable tanks provided with sufficient emergency venting capacity?	1926.152				
9. Are storage cabinets properly fire resistant?	1926.152				

10. Are inside storage rooms sufficiently fire resistant?	1926.152				
11. Does electrical wiring and equipment inside storage rooms comply with OSHA safety standards (1910.303)	1926.152				
12. Is inside storage room properly ventilated?	1926.152				
13. Is there at least one clear aisle in the inside storage room at least 3 feet wide?	1926.152				
14. Is access to storage of flammable or combustible materials limited maintenance and operational personnel?	1926.152				
15. Are liquids kept in closed metal containers stored in a storage cabinet; or in safety cans; or in an inside storage room not accessible to the public portion of building?	1926.152				
16. Are outdoor storage areas protected against tampering or trespassers; free of weeds, debris, and other secondary combustible materials?	1926.152				
17. Are "NO SMOKING" signs prominently posted for areas containing combustible/flammable liquids as consistent with City "designated areas only" smoking policy?	1926.152				
18. Is an MSDS log or folder that accounts for all chemicals being used, stored, and maintained available for reference and tracking?	1926.152				

19. Are the appropriate approved fire extinguishers provided in case of fire emergencies?	1926.152				
PERSONAL PROTECTIVE EQUIPMENT	**OSHA STANDARD**	**YES/NO NA**	**COMMENTS**	**CORRECTIVE ACTION TAKEN**	**DATE CORRECTION COMPLETED**
Protective Clothing	**1910**				
1. If employees are required to wear protective clothing because of possible contamination with toxic materials, biological hazards, waste product and the like, are change rooms provided with separate facilities for street clothes and protective clothing?	1910.132				
2. Is the proper PPE available for handling and storing/properly disposing of such as toxic materials, biological hazards, human waste products and the like?	1910.132				
Eye and Face protection	**1910**				
1. Are eye/face protection provided where necessary and do they provide adequate protection against the hazards for which it was designed?	1910.133				
2. Does it fit snugly and not unduly interfere with the movements of the wearer?	1910.133				
3. Does it fit reasonably comfortable, durable, able to be disinfected, easily cleanable, and in good repair?	1910.133				
4. Do employees requiring eye protection who wear glasses have spectacles with optically corrected protective lenses; or goggles than can be worn over spectacles; or goggles with corrective lenses mounted behind the protective lenses?	1910.133				
5. Have employees been informed of all limitations and precautions regarding equipment, and are they strictly observed?	1910.133				

Respiratory Protection	1910				
1. Are respirators provided when necessary to protect the health of the employee; and are the respirators suitable for the purpose intended?	1910.134				
2. Are respirators assigned to individual workers for their exclusive use?	1910.134				
3. Are respirators regularly cleaned and disinfected?	1910.134				
4. Are respirators inspected during cleaning, and worn and deteriorated parts replaced?	1910.134				
5. Are respirators stored in a convenient, clean, and sanitary location?	1910.134				
6. Are employees using respirators given periodic physical examinations (at least annually) to determine if they are physically able to use equipment safely?	1910.134				
7. Are permanently assigned respirators marked to indicate whom assigned; and is date of issue recorded?	1910.134				
8. Have employees received demonstrations on proper fitting? Do employees wearing beards, sideburns, etc., have good fit?	1910.134				
9. Are employees working in contaminated areas with respirators forbidden to wear contact lenses?	1910.134				

10. Have precautions been taken to ensure that corrective spectacles or goggles do not affect fit of the face piece?	1910.134				
Occupational Head Protection	**1910**				
1. Are workers whose heads are subject to impact and penetration from falling and flying objects provided with helmets for protection?	1910.135				
2. Are necessary helmets inspected for signs of dents, cracks, penetration, or wear that might reduce the degree	1910.135				
3. If accessories have been added to helmets, has it been determined they do not adversely affect the degree of protection required?	1910.135				
Occupational Foot Protection	**1910**				
1. Does safety toe footwear, where required for employees, meet the requirement and specifications of OSHA standard 29 CFR 1910.136, ASTM 2413-05, and ANSI standard Z41.1-1967?	1910.136				
Occupational Hand Protection	**1910**				
1. Is the wearing of rings and jewelry prohibited while working with hands and operating equipment?	1910.138				
2. Are the appropriate gloves worn as required during the performance of various duties?	1910.138				
Electrical Protective Devices	**1910/1926**				
1. Do insulation gloves, matting, blankets, hoods, line hoses and sleeves comply with appropriate ANSI (C37.2) standards?	1910.137				
2. Are GFCI outlets within 6 feet of a water source?	1910.304				

3. Is access to electrical panels or electrical room unobstructed (at least 36")?	1910.303				
4. Are electrical outlets overloaded?	1910.303				
5. Are extension cords being used in lieu of fixed wiring	1910.304				
6. Is a maximum of one power strip per electrical receptacle being used (no daisy chains)?	1910.334				
7. Are electrical cords and plugs in good condition - i.e., unfrayed/untaped/unspliced/not missing ground prongs?	1926.403				
8. Are electrical receptacles in good working condition?	1910.304				
9. Are all electrical equipment in good working condition?	1910.303				
10. Are electrical closets free of storage?	1910.305				
11. Are personal appliances such as space heaters, coffee makers compliant with the buildings electrical circuit system (110V outlets)?	1910.303				
12. Are space heaters equipped with a multi-directional tip-over switch?	1926.154				
13. Are space heaters equipped with an overheat sensor?	1926.154				
14. Are fuse and circuit breaker boxes lockout-tag-out devices available for installation during maintenance?	1915.181/89				

15. Are all electrical panels, boxes, cabinets, and switch enclosures covered and grounded appropriately?	1910.303				
16. Is the electrical system checked periodically by a professional familiar with the City Electrical Code & NEC?	1910.303				
17. Are water fountains, vending machines, etc. properly grounded?	1910.303				
GENERAL ENVIRONMENTAL CONTROLS	**OSHA STANDARD**	**YES/NO NA**	**COMMENTS**	**CORRECTIVE ACTION TAKEN**	**DATE CORRECTION COMPLETED**
Sanitation	**1910/1926**				
1. Are all places of employment kept clean, dry, and floors free from protruding nails, splinters, loose boards and unnecessary holes and openings?	1910.141				
2. Are waste receptacles leak-proof, capable of being thoroughly cleaned, and provided with tight fitting cover?	1910.141				
3. Is garbage removed as often as necessary to maintain a sanitary condition?	1910.141				
4. Have precautions been taken to prevent rodents, insects, snakes, and other vermin hazardous to the work environment?	1910.141				
5. Are drinking water fountain surfaces impervious to water and not subject to oxidation; is water nozzle angled and guarded?	1910.141				
6. Are potable drinking water dispensers serviced to maintain sanitary conditions - capable of being closed, and equipped with a tap?	1926.51				
7. Are open barrels for drinking water prohibited; are common drinking cups provided?	1910.141				

8. Are paper cups kept in a sanitary container; is a receptacle provided for disposal of used cups?	1910.141				
9. Can toilet rooms for single occupancy be locked from the inside?	1910.141				
10. Is toilet paper with holder provided for every water closet?	1910.141				
11. Is a covered receptacle provided and kept in all toilets to be meet the specific hygienic needs of women?	1910.141				
12. Are washing facilities, where provided, maintained in a sanitary condition?	1910.141				
13. Are cleansing agents provided such as hand soaps, paper towels, warm air blowers, and disposal receptacles, trash cans?	1910.141				
14. If employees are required to wear protective clothing because of possible contamination with toxic materials, are changing rooms provided with separate storage facilities for street clothes and protective clothing?	1910.141				
15. Are employees prohibited from consuming food and beverages in toilet room or areas exposed to toxic material?	1926.51				
16. Are proper receptacles provided for disposal of waste food; are precautions taken to avoid overfilling; are they emptied at least once a day and maintained in a clean and sanitary condition; do they have a tight-fitting cover?	1910.141				
Accident Prevention Signs and Tags	**1910**				

1. Are caution signs used to warn against hazards or to caution against unsafe practices? Have employees been instructed these signs indicate a possible hazard against which proper precautions should be taken?	1910.145				
2. Are safety signs used where there is a need for general instructions and suggestions relative to safety?	1910.145				
3. Are "DO NOT START" tags placed in such a manner that they effectively block the starting compromised mechanisms of machinery, equipment, and the like?	1910.145				
4. Are "DANGER" tags used where an immediate hazard exists; are employees instructed that they indicate immediate danger and that special precautions are necessary?	1910.145				
5. Are "CAUTION" tags used to warn against potential unsafe practices? Are employees instructed that they indicate a possible hazard against which proper precautions should be taken?	1910.145				
6. Are "OUT OF ORDER" tags used to indicate that a piece of equipment is out of order and an attempt to use it might present a hazard?	1910.145				
7. Are "BIO-HAZARD" tags used to identify equipment, materials, rooms, etc., which may contain some form of infectious agents?	1910.145				
MEDICAL AND FIRST AID	**OSHA STANDARD**	**YES/NO NA**	**COMMENTS**	**CORRECTIVE ACTION TAKEN**	**DATE CORRECTION COMPLETED**

1. Are there designated personnel trained, ready and able to perform first response duties such as CPR and First Aid and in the use of an AED in cases of medical emergencies?	1910.151				
2. Is a current and operational AED, along with all the necessary peripherals and connections, available in facility?	1910.151				
3. Is the AED certified for use by an authorized physician; is the authorization certificate displayed or readily available upon request?	1910.151				
4. Is an emergency eye wash station available as needed?	1910.151				
5. Is a First Aid Kit available? Is the First Aid Kit replenished as needed by an authorized technician (Such as a Cintas Company agent)?	1910.151				
FIRE PROTECTION	**OSHA STANDARD**	**YES/NO NA**	**COMMENTS**	**CORRECTIVE ACTION TAKEN**	**DATE CORRECTION COMPLETED**
Portable Fire Extinguishers	**1910**				
1. Are portable fire extinguishers maintained in a fully charged and operational condition, and always kept in their proper designated places when not being used?	1910.157				
2. Are fire extinguishers conspicuously located along normal paths of travel; easily accessible and mounted so that distance between locations do not exceed 75'?	1910.157				
3. Are fire extinguishers mounted on a wall surface on appropriate brackets or in a cabinet no greater than 3.5 (top of extinguisher if weighing more than 40lbs) to 5 feet (top of extinguisher if weighing less than 40lbs) above the floor?	1910.157				

4. Are precautions taken not to obstruct the extinguishers from view; where necessary are means provided to indicate location of extinguishers?	1910.157				
5. Is the intended use marked conspicuously to ensure choice of the proper extinguisher at time of fire?	1910.157				
6. Are extinguishers placed so that operating instructions face outward? Are location of extinguishers placed in cabinets; wall recesses marked conspicuously?	1910.157				
7. Do fire extinguishers meet OSHA standards (29 CFR 1910.157) as to type, size, locating and number for class A, B and C hazards?	1910.157				
8. Are inspections, maintenance, operation and required tests performed IAW NFPA 10A-1970 and OSHA 29 CFR 1910.157 standards for portable fire extinguishers?	1910.157				
9. Are inspections conducted at least monthly to ensure that fire extinguishers are in their designated places, have not been actuated or tampered with, and there is no obvious physical damage, corrosion, or other impairment? Are extinguishers showing defects given a complete maintenance check?	1910.157				
10. Are extinguishers thoroughly examined, repaired, recharged, or replaced when necessary - at least once a year?	1910.157				
11. Does each extinguisher have a tag attached showing maintenance or recharge date, with initials or signature of person performing the service?	1910.157				

AUTOMATIC SPRINKLER SYSTEM	OSHA STANDARD	YES/NO NA	COMMENTS	CORRECTIVE ACTION TAKEN	DATE CORRECTION COMPLETED
1. Do automatic sprinkler systems meet the design requirements of NFPA 13 - 'Standards for the Installation of Sprinkler Systems'?	1910.159				
2. Does the system have at least one automatic water supply of adequate pressure, capacity, and reliability?	1910.159				
3. Does the sprinkler system have a water flow alarm IAW OSHA Standard 1910.159 - Automatic Sprinkler Systems?	1910.159				
LOCAL FIRE ALARM SIGNALING SYSTEM	**OSHA STANDARD**	**YES/NO NA**	**COMMENTS**	**CORRECTIVE ACTION TAKEN**	**DATE CORRECTION COMPLETED**
1. Do local fire alarm signaling systems meet the design requirements of NFPA No. 72-2019 "Standard for the Installation, Maintenance and Use of Local Protective Signaling Systems for Watchmen, Fire Alarm and Supervisory Service"?	1910.165				
2. Are manual fire alarm boxes for fire protection signaling purposes securely mounted, unobstructed and readily available - located within 200 feet of employees?	1910.165				
3. Are boxes tested and inspected weekly?	1910.165				
MACHINERY AND MACHINE GUARDING	**OSHA STANDARD**	**YES/NO NA**	**COMMENTS**	**CORRECTIVE ACTION TAKEN**	**DATE CORRECTION COMPLETED**
General Requirements for all Machines	**1910**				

1. Are methods provided to protect the operator and other employees in the machine area from hazards created by point of operation, ingoing nip points, rotating parts, flying chips and sparks?	1910.212				
2. Is the guard secure and offers no accident/incident hazards in itself?	1910.212				
3. If point of operation exposes employees to injury, is it guarded?	1910.212				
Woodworking Machinery	**1910**				
1. Are belts, pulleys, gears, shafts and moving parts guarded?	1910.213				
2. Are all saws and woodworking machines guarded or protected as appropriate to prevent accidental contact at points of operation?	1910.213				
3. Are mechanical or electrical power controls on each machine available to permit the operator to cut off power without leaving his position?	1910.213				
4. Is provision made to prevent machines from automatically starting upon restoration of power after such events as a power failure?	1910.213				
5. Are the machines provided with safety mechanisms such as no kickback and spreader as appropriate for each?	1910.213				
6. Are feed rolls and other moving parts guarded to protect the operator?	1910.213				
7. Are machines periodically inspected/maintained to facilitate optimum safe operating condition?	1910.213				

HANDHELD POWER TOOLS/PORTABLE POWERED EQUIPMENT	OSHA STANDARD	YES/NO NA	COMMENTS	CORRECTIVE ACTION TAKEN	DATE CORRECTION COMPLETED
General	**1910/1926**				
1. Have precautions been taken to ensure the safe condition of tools and equipment, including those furnished by employees - if appropriate?	1910.242				
Portable Power Tools	**1910**				
1. Are all portable power tools guarded as appropriate to prevent accidental harm to operator?	1910.243				
2. Are all the following hand power tools equipped with a constant pressure switch or control; and if equipped with a lock-on control, can turnoff be accomplished with a single motion of the same finger that turn it on? (drills, tappers, fastener drivers, grinders, sanders, reciprocating saws, etc.)	1910.243				
3. Are portable belt sanding machines guarded at each nip point? Is the unused run of the sanding belt guarded against accidental contact?	1910.243				
Pneumatic Powered Tools	**1926**				
1. Is a tool retainer installed on each pneumatic tool where the tool may be ejected without the retainer?	1926.302				
2. Are the hoses and hose connections adequate for the pressure and service to which they are subjected?	1926.302				
Portable Abrasive Wheels/Grinders	**1926**				
1. Are abrasive wheels (grinders) provided with safety guards where required?	1926.302				
2. Are all abrasive wheels inspected and sounded for damage immediately before mounting?	1926.302				
Explosive Actuated Fastening Tools	**1926**				

1. Do all employees using explosive-actuated power tools wear eye protection, and head and face protection when necessary?	1926.302				
2. Do the muzzle ends of all high-velocity tools have a protective shield or guard?	1926.302				
3. Does the operator inspect the tool before each use to see that it is clean, all moving parts operate freely, and barrel is free from obstruction?	1926.302				
4. Are precautions taken not to leave tools unattended?	1926.302				
5. Are precautions taken not to drive fasteners into easily penetrable materials, where it can pass through and create a hazard on the other side?	1926.302				
6. Are precautions taken not to use tools in an explosive or flammable atmosphere?	1926.302				
7. Are tools used with the correct shield, guard or attachment recommended by the manufacturer?	1926.302				
Power Lawnmowers - General	**1910**				
1. Are all power-driven chains, belts, and gears so positioned or guarded as to prevent the operator's accidental contact therewith during normal starting, mounting and operation?	1910.243				
2. Is a shutoff device provided requiring manual reactivation to restart motor?	1910.243				
3. Do self-propelled mowers have a cautionary notice at the starting control that operating controls be in neutral when starting?	1910.243				
Walk-Behind and Riding Mowers	**1910**				

1. Is the mower blade enclosed except at bottom?	1910.243				
2. If guards or catcher assembly must be removed for such as maintenance; are there warning instructions placed appropriately that mower should not be used until replacement of guard and/or catcher assembly?	1910.243				
3. Will blades stop rotating within 15 seconds after declutching or shutting off power?	1910.243				
4. Is the angle of discharge opening so designed as not to discharge grass and debris toward the operator?	1910.243				
5. Is the mower handle so fastened to the mower as not to intentionally become uncoupled while mower is in operation?	1910.243				
6. Does the mower handle have a positive up stop or latch?	1910.243				
Jacks	**1910/1926**				
1. Does the jack used have a rating sufficient to lift intended load?	1910.244				
2. Is the rated load legibly and permanently marked on jack?	1926.305				
3. If not on a firm foundation; is the base of jack blocked; if the cap may slip, is a block placed between the cap and the load?	1926.305				
4. Are precautions taken that the indicated limit of travel is not overrun?	1926.305				
5. Are jacks lubricated at regular intervals IAW manufacturer's instructions?	1926.305				

6. Are jacks thoroughly inspected at least once every six months, whenever returned from lending, immediately after being subject to abnormal workload or shock?	1926.305				
7. Are non-operational jacks tagged and use prevented until properly repaired and returned to service?	1926.305				
WELDING, CUTTING AND BRAZING	**OSHA STANDARD**	**YES/NO NA**	**COMMENTS**	**CORRECTIVE ACTION TAKEN**	**DATE CORRECTION COMPLETED**
Installation and Operation of Oxygen-Fuel Gas Systems for Welding and Cutting	**1910**				
1. Are precautions taken to prevent the mixture of air or oxygen with flammable gases other than at the burner or in a standard torch?	1910.252				
2. Are only the approved apparatus (torches, regulators, pressure-reducing valves, manifolds ..etc.) being used?	1910.252				
3. Are workers in charge of oxygen and fuel-gas supply equipment trained, competent?	1910.252				
4. Are the rules and instructions covering operation and maintenance of the equipment readily available?	1910.252				
5. Are cylinders constructed, marked, and maintained according to standards; kept away from radiators and other heat sources; stored in well ventilated dry location 20' from any combustible materials or sources; with valve protection caps in place when not connected or in use?	1910.252				

6. Are cylinders stored away from elevators, stairs, or gangways or in appropriate areas that prevents tampering, dropping, etc.?	1910.252				
7. Are signs posted reading "DANGER - NO SMOKING, MATCHES, OPEN LIGHTS" or equivalent?	1910.252				
8. Are cylinders, valves, regulators, hose, and apparatus kept free from oily or greasy substances?	1910.252				
9. Are the hose/hose connections/tanks color coded as appropriate?	1910.252				
10. Are pressure regulators used IAW the type of gas and pressures for which they are intended?	1910.252				
Fire Prevention and Protection	**1910**				
1. Are basic precautions being followed: If object to be welded or cut cannot be moved, are movable fire hazards in the vicinity removed?	1910.252				
2. Are basic precautions being followed: If object cannot be moved and fire hazards removed, are guards used to confine heat, sparks, and slag?	1910.252				
3. Are precautions being taken to prevent sparks from dropping through floor openings and unto combustible materials below?	1910.252				
4. Are the appropriate fire extinguisher equipment available for instant use in case of welding related fire emergencies?	1910.252				
5. Is cutting and welding permitted only in areas deemed fire safe?	1910.252				
Personnel Personal Protection	**1910**				

1. Are employees exposed to the hazards created by welding, cutting, or brazing operations protected with personal protective equipment (PPE) and clothing as required?	1910.252				
2. Are welders and helpers working on platforms, scaffolds, or runways protected against falling?	1910.252				
Confined Spaces/Ventilation/Health Protection	**1910**				
1. Is proper ventilation provided when welding, cutting, or brazing in confined spaces?	1910.252				
2. Are means provided for quick egress in case of an emergency; are pre-planned escape/rescue procedures in place?	1910.252				
3. Is always first aid equipment available; are personnel trained in administering first aid?	1910.252				
Auditor/Inspector:					
Title:					
Date:					
Additional Comments					

Figure 10 – LRPR Standard Audit/Inspection Checklist – OSHA “Do it Yourself” Safety Inspection Manual

4.1.3 – Accidents and Incident Investigations

Safety related events (accidents and incidents) will be investigated to collect information to help prevent similar events in the future. This reactive investigative process will be initially led by the supervisor of the individual involved (reference Appendix I-V/pages 100-104) and followed up by the Safety Program Manager/Coordinated more in depth to determine root and contributing cause(s) in a proactive effort to prevent other accidents and serious incidents. A thorough investigation is necessary in that rarely are accidents caused by a single factor; generally, there are a series of contributing events that went unchecked over time that eventually led to the active event that resulted in the loss. An initial risk assessment assists in determining the extent of the full investigation. The investigation and analysis will include but not limited to the following:

1. Determination of "what" and "why" the event happened to be proactive in prevention efforts, rather than, "who" is to blame
2. Immediate causal and contributing factors; determine the history leading to event
3. Organizational factors (policies, procedures, etc.) that may have contributed to the hazard or incident
4. The unsafe acts of the operators; determine chain of events leading to active failure (errors, violations)
5. A report to the Safety Committee – who will synergistically decide and implement recommendations for corrective measures

4.2 – ***Management of Change***

Hazards may be inadvertently introduced into the LRPR operational system anytime there are operational changes externally or internally. Examples of external change may be due

to some regulatory requirement that may affect current park and recreation systems; internal changes may include significant maintenance or capital upgrades projects that may overlook the subtle effects of those changes on safety, or the installation of new playground systems. Proactive safety management requires a proactive analysis of planned significant change using the Management of Change (MOC) process – the brainstorming activity by the Safety Committee to determine potential hazards that may be associated with a major system change and implement safety management efforts during the design and installation process – the ideal phases to eliminate and/or mitigate safety hazards.

This systematic approach to monitoring and managing organizational change considers but is not limited to the following:

1. Identify the goals, objectives, and nature of the proposed change
2. Identify any new associated hazards and analyze the risks
3. Review, evaluate, and record potential safety hazards resulting from the change or its implementation
4. Identify operational procedures that must change in response
5. Analyze changes in location, equipment, or operating conditions
6. Insert the current changes to appropriate operational manuals as appropriate
7. Communicate to all relevant personnel an understanding of the changes and associated safety risks
8. Obtain the Director's approval of the agreed change and implement the new process/procedures

There are methods for managing the introduction of new technologies as well. All personnel should be consulted when changes to the work environment, equipment, processes, or

practices could have health or safety implications. Changes to resource levels such as manpower (which may foster deviations from normal procedures), and competency of personnel are assessed as part of the change control process.

Change can only be successfully implemented without undue risk if the appropriate personnel participate in the risk management process prior to the actual change event. The MOC process provides a structured framework for managing all aspects of major organizational change.

4.3 – ***Continuous Improvement of the SMS***

The Safety Management System requires continuous feedback to assure all stakeholders in the safety risk management process operate at a level of risk that is indeed "as low as reasonably practical" (ALARP), and that SMS performance is accomplishing the desired goals.

To that end, the Safety Committee will conduct an annual internal audit of the SMS process and procedures to:

1. Assess compliance with safety risk controls
2. Measure the effectiveness of safety risk controls
3. Assess overall system performance
4. Identify all new hazards for the year

After analyzing the data, corrective actions, hazard and incident reports, and all safety related processes, the Safety Committee will make available the lessons learned and effective best practices to all relevant stakeholders. This information may be distributed via email, bulletin boards in each division, and accessible in the Safety Assurance section of the SMS program located on the public Safety Share Drive.

5.0 – SAFETY PROMOTION

5.1 – ***Training and Education***

Safety Promotion is the ongoing process to promote safety within the organization. Senior leadership must continuously promote the growth of a positive safety culture within the organization. Key components in this process are (1) an emphasis on the importance of safety training and education and (2) effective vertical and lateral two-way safety communication throughout the organization.

The essential functions therefore are safety training, safety education, and safety communication. Safety training and education internally is based on the specific needs of the organization, while external training and education may supplement as determined generally by CLR leadership. Both strive to meet safety and education requirements for LRPR effectively and include:

1. General safety training and education applicable to all employees
2. Division specific safety training and education
3. Accident and incident trend-based targeting via the relevant safety training and education that addresses specific target areas
4. SMS process training with emphasis on importance of employee participation in the SRM process
5. CLR based training platforms such as NEOGOV as appropriate

A system is an organized set of processes and procedures, and the primary objective of system safety is accident prevention. Proactively identifying, assessing, eliminating, or controlling safety related hazards to acceptable levels can achieve accident prevention. An integral part of accident prevention is the involvement of each stakeholder, and each

stakeholder's ability to be effective in the accident prevention process is rooted in safety training and education.

Safety education and training is given every month internally – both generally as it applies to all stakeholders, division specific as it applies to a certain type of activities, and target-based as it applies to recognized safety trends. SMS training to reinforce program Pillars, Components and Tenets are given at least annually to the Director, Deputy Directors, Division Heads, Line Supervisors and respective subordinates, maintenance personnel, as well as volunteers and interns. The SMS Program training overall aims to serve as an administrative control in the SRM and accident reduction process.

5.2 – ***Safety Communication***

Safety communication should be promoted from the top of the organizational hierarchy to the lowest level and encouraged from the lowest level of the organizational hierarchy to the top, as well as laterally across divisions. The Director, as the safety program's ultimate owner, must take the lead in cultivating an organizational culture that fosters effective organizational safety communication. While the Safety Program Manager/Coordinator manages the day to day safety risk management functions, the ultimate authority, responsibility and leadership for the safety program's ultimate success belongs to the LRPR Director as the foundation upon which the organizational culture necessary for the highest level of program success is built. The result will be the measurable preservation of organizational resources and assets necessary for its continued operation. Personnel at all levels should be encouraged to freely report any safety issues to the SAG member appointed within their functional area and have the confidence that SMS functions will work to address their concerns. It is a goal of the SMS to ensure its Safety Communication tenet will:

1. Ensure that all personnel are fully aware of their part in safety communication as a function of the SMS
2. Communicate safety-critical information on a timely basis
3. Convey even the “nice-to-know” information relevant to safe operations
4. Explain what actions, procedural changes, etc. that may effectively mitigate or eliminate risk in the functional area
5. Utilize relevant technologies to communication safety information as appropriate
6. Utilize a safety bulletin board within each respective division

6.0 – February 2017/December 2022 SAFETY MANAGEMENT PLAN

6.1 - ***Safety Program Objectives/Foundational***

Little Rock Parks and Recreation safety goals will be accomplished using practical performance objectives and measurable indicators. These objectives will be achieved within the first five years of Safety Management System (SMS) implementation:

1. Create a Safety Share Drive for organizational-wide use regarding all safety related matters and functions - - *Completed.*
2. Create a Safety Management System (SMS) organized with SMS Pillars and Components to organize and effectively manage all safety related functions - - *Completed*
3. Accomplish a Gap Analysis (GA) intended to measure the quality of current safety program tenets against SMS Pillars and Components; improve program as appropriate - - *Continuous*
4. Create an appropriate Safety Policy Statement to be signed by the Director delineating commitment to the safety program; distribute through-out the organization - - *Completed*
5. Create a Safety Committee comprised of relevant Division Heads - - *Completed*
6. Create a Safety Action Group (SAG) comprised of mid-level supervisors/managers; emphasis on safety accountabilities and effective safety communication at every level - - *Continuous*
7. Hold, at the once per month, Safety Committee meetings with an emphasis on continued hazard identification associated with each division, as well as an emphasis on risk management of identified hazards - - *Continuous*
8. Work with the SAG ad-hoc to meet non-scheduled and/or immediate safety concerns - - *Continuous*

9. Complete hazard assessments and generate Preliminary Hazard Lists (PHL) for all LRPR's developed parks/playgrounds (63 total), as well as associated risk assessments and submission for maintenance action on each within a 12-month period (March 2017 – March 2018) - - *Completed/Continuous*
10. Complete hazard assessments and generate PHLs for all Recreation facilities and related maintenance shops and offices; complete risk assessments and submit for maintenance of each by end year 2018 - - *Completed/Continuous*
11. Track to completion all submitted safety hazards within the Safety Management System; maintain all completed actions for record - - *Continuous*
12. Train all Division Heads as well as relevant personnel in management positions on SMS principles and the practical application of associated tools such as performing risk assessment using the Risk Assessment Matrix (RAM) - - *Continuous*
13. Implement an employee Hazard Reporting System to capture real time system hazards, as well as to determine safety trends; create form/distribute - - *Completed*
14. Create a safety inspection checklist appropriate for each division/section; perform audits - - *Completed/Continuous*
15. Conduct Safety Assurance audits bi-annually using checklists to determine safety performance - - *Continuous*
16. Create an Emergency Response Plan (ERP) appropriate for LRPR's operational threats - - *Completed/Continuous*
17. Develop a plan to have periodic drills to practice emergency procedures as listed in the ERP - - *In Progress*

18. Implement an effective training program; implement Computer Based Training (CBT) data base to address various training needs over a large organization effectively and efficiently - - *Completed/Continuous*
19. Promote safety for the purpose of creating a culture of safety; implement employee recognition and reward program - - *In Progress*
20. Continually monitor and update program as required to adjust to system dynamics - - *Continuous* - - Refer to closed-loop system concept below:

    Closed Loop System

The above plan is not exhaustive and does not labor on the many different sub-functions that drive the total risk management process within the SMS for Little Rock Parks and Recreation but represents a good foundation upon which to continually build an effective, efficient, and functional safety program. In addition to the basic foundation laid out by the risk management principles in this manual, the Safety Share Drive (\\itfiles2\Parks) is created as a data base that compliments the management of the breadth and depth of risk management processes and the many practical applications and functions there-of. This facilitates a closed-loop system: A revolving process that verifies the effectiveness of its risk management controls through a logical sequence of checks and balances to determine whether intended results are being achieved. This function subsequently drives the quality control measures of risk management processes and directs management decision-making functions accordingly to rectify system safety deficiencies. This dynamic process encompasses the life cycle of each hazard.

DEFINITIONS AND TERMINOLOGY

Accident - an unplanned event or series of events that results in death, injury, occupational illness, damage to or loss of equipment or property, or damage to the environment

Analysis - the process of identifying a question or issue to be addressed, modeling the issue, investigating model results, interpreting the results, and possibly making a recommendation. Analysis typically involves using scientific or mathematical methods for evaluation

Assessment - the process of measuring or judging the value or level of something

Audit - scheduled, formal reviews and verifications that evaluate whether an organization has complied with policy, standards, and/or contract requirements. An audit starts with the management and operations of the organization and then moves to the organization's activities and products/services.

Authority - who can direct, control, or change the process, as well as who can make key decisions such as risk acceptance. This attribute also includes the concept of empowerment

Controls - controls are elements of the system, including hardware, software, special procedures, or procedural steps, and supervisory practices designed to keep processes on track to achieve their intended results. Organizational process controls are typically defined in terms of special procedures, supervisory and management practices, and processes. Many controls are inherent features of the SMS Framework. Practices such as continuous monitoring, internal audits, internal evaluations, and management reviews (all parts of the Safety Assurance component) are identified as controls within the design expectations. Additionally, other practices such as documentation, process reviews, and data tracking are identified as controls within specific elements and processes.

Culture – The safety culture consists of *psychological* (how people think and feel), *behavioral (*how people and groups act and perform), and *organizational* or *systematic* (the programs, procedures, and organization of the enterprise) elements

Correct - accurate without ambiguity or error in its attributes

Corrective Action - action to eliminate (remove) or mitigate (lessen) the cause or reduce the effects of a detected nonconformity or other undesirable (unwanted) situation

Continuous Monitoring – uninterrupted (constant) watchfulness (checks, audits, etc.) over a system.

Documentation – information or meaningful data and its supporting medium (e.g., paper, electronic, etc.). In this context, documentation is different from records because documentation is the written description of policies, processes, procedures, objectives, requirements, authorities, responsibilities, or work instructions; whereas Records are the evidence of results achieved or activities performed.

External Audit - an audit conducted by an entity outside of the organization being audited, e.g., CAPRA audits the Parks and Recreation Department.

Functional - The term "function" refers to "what" is expected to be incorporated into each process (e.g., human tasks, software, hardware, procedures, etc.) rather than "how" the function is accomplished by the system. This makes for a more performance-based system and allows for a broad range of techniques to be used to accomplish the performance objectives. This, in turn, maximizes scalability while preserving standardization of results across the organization.

Hazard - any existing or potential condition that can lead to injury, illness, or death; damage to or loss of a system, equipment, or property; or damage to the environment. A hazard is a condition that might cause (is a prerequisite to) an accident or incident

Incident - a near-miss episode with minor consequences that could have resulted in greater loss. An incident is an unplanned event that could have resulted in an accident or did result in minor damage. An incident indicates that a hazard or hazardous condition exists, though it may not identify what that hazard or hazardous condition is.

Internal Audit - an audit conducted by, or on behalf of, the organization being audited, e.g., the Safety element audits the Recreation Department

Likelihood - the estimated probability or frequency, in quantitative or qualitative terms, of an occurrence related to the hazard.

Line Management - the management structure that operates (controls, supervises, etc.) the operational activities and processes of an organizational system.

Objective - the desired state or performance target of a process. Usually, it is the final state of a process and contains the results and outputs used to obtain the desired state or performance target

Organization – a structured collective of different activities organized and functioning together for some common end

Organizational Safety Culture – consists of the values, beliefs, mission, goals, and sense of responsibility held by the organization's members regarding safety risk management. This culture fosters a sense of purpose in accomplishing the organization's safety policies, processes, and procedures in the collective safety effort.

Preventive Action - preemptive action to eliminate or mitigate the potential cause or reduce the future effects of an identified or anticipated nonconformity or another undesirable situation.

Procedure - a specified way to carry out an activity or a process

Process - set of interrelated or interacting activities that transform inputs into outputs.

Product/Service - anything that is offered (can be but not necessarily purchased) that might satisfy a want or need in the Parks and Recreation system.

Safety Assurance - Safety Risk Management (SRM) and Safety Assurance (SA) are the key processes of the SMS. They are also highly interactive, especially in the input-output relationships between the activities in the processes. This is especially important where interfaces between processes involve interactions between different departments, contractors, etc. Assessments of these relationships should pay special attention to flow of authority, responsibility, and communication, as well as procedures and documentation.

Procedures - ISO-9001-2015 defines "procedure" as "a specified way to carry out an activity or a process" – procedures translate the "what" in goals and objectives into "how" in practical activities (things people do). Procedures are simply documented activities to accomplish processes, e.g., a way to perform a process. The organization should specify their own procedures for accomplishing processes in the context of their unique operational environment, organizational structure, and management objectives.

Responsibility - who is accountable for management and overall quality of the process (planning, organizing, directing, controlling) and its ultimate accomplishment

Records - evidence of results achieved or activities performed

Risk - the composite of predicted severity (how bad) and likelihood (how probable) of the potential effect of a hazard in its worst credible (reasonable or believable) system state. The terms risk and safety risk are interchangeable.

Risk Control - steps taken to eliminate (remove) hazards or to mitigate (lessen) their effects by reducing the severity and/or likelihood of risk associated with those hazards.

Safety Culture - the product of individual and group values, attitudes, competencies, and patterns of behavior that determine the commitment to, and the style and proficiency of, the organization's management of safety. Organizations with a positive safety culture are characterized by communications founded on mutual trust, by shared perceptions of the importance of safety and by confidence in the efficacy of preventive measures

Safety Management System - the formal, top-down business-like approach to managing safety risk. It includes systematic procedures, practices, and policies for the management of safety (as described in this document it includes safety risk management, safety policy, safety assurance, and safety promotion).

Safety Objective - a goal or desirable outcome related to safety. Generally based on the organization's safety policy and specified for relevant functions and levels in the organization. Safety objectives are typically measurable.

Safety Planning - part of safety management focused on setting safety objectives and specifying needed operational processes and related resources to fulfill these objectives

Safety Risk - the composite of predicted severity (how bad) and likelihood (how probable) of the potential effect of a hazard in its worst credible (reasonable or believable) system state. The terms safety risk and risk are interchangeable.

Safety Risk Control - a characteristic of a system that reduces or mitigates (lessens) the potential undesirable effects of a hazard. Controls may include process design, equipment modification, work procedures, training, or protective devices. Safety risk controls must be written in requirements language, measurable, and monitored to ensure effectiveness

Safety Risk Management - a formal process within the SMS that describes the system, identifies the hazards, assesses the risk, analyzes the risk, and controls the risk. The SRM process is embedded in the processes used to provide the product/ service; it is not a distinct, separate process.

Safety Promotion - a combination of safety culture, training, and data sharing activities that support the implementation and operation of an SMS in an organization.

Severity - the degree of loss or harm resulting from a hazard.

Substitute Risk - a risk unintentionally created because of safety risk control(s).

System - an integrated set of constituent elements that are combined in an operational or support environment to accomplish a defined objective. These elements include people, hardware, software, firmware, information, procedures, facilities, services, and other support facets.

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City of Little Rock

SUPERVISOR'S INVESTIGATION REPORT – MOTOR VEHICLE ACCIDENT

COMPLETE AND FORWARD TO THE DEPARTMENT OF FLEET SERVICES WITH A POLICE REPORT WITHIN THREE (3) DAYS

DEPARTMENT NAME & CODE _____ **DATE & TIME OF ACCIDENT** _____

OPERATOR _____ **DIVISION NAME & #** _____

LOCATION OF ACCIDENT _____ **CLR VEHICLE NUMBER** _____

OPERATOR'S JOB RESPONSIBILITY

☐ **PRIMARY DUTY – VEHICLE OPERATION 4 OR MORE HOURS DAILY**

☐ **SECONDARY DUTY – VEHICLE OPERATION LESS THAN 4 HOURS DAILY**

UNSAFE CONDITION *(Describe unsafe conditions such as faulty brakes, lights, road, weather, etc. contribution to accident)*

_____

_____

_____

UNSAFE ACT *(Describe the unsafe action of driver, such as turning from wrong lane, speeding, failure to signal, etc.)*

_____

_____

_____

PREVENTABILITY *(What action could have been taken to avoid this accident)*

_____

_____

REMEDY *(As a supervisor, what action have you taken or do you propose taking to prevent a repeat accident)*

_____

_____

_____

Supervisor: _____ **Reviewed by:** _____

Date: _____

POLICE REPORT/INCIDENT # 2017- _____

APPENDIX I

City Of Little Rock

Vehicle Accident/Incident Report Form

COMPLETE AND FORWARD TO THE DEPARTMENT OF FLEET SERVICES WITH A POLICE REPORT WITHIN THREE (3) DAYS

Employee: _____ **Department Name:** _____

Vehicle #: _____ **Division Name:** _____

Division Code #: _____ **Date & Time of Incident:** _____

Location: _____

Description of incident

_____

_____

_____

_____

_____

_____

_____

_____

Employee Signature: _____ **Supervisor Signature:** _____

Date Form Completed: _____

*This form should be completed and submitted to Fleet Services along with a Supervisor's Investigation Report Form within three (3) days of the incident.

APPENDIX II

Arkansas Municipal League
P.O. Box 38
North Little Rock, AR 72115

Municipal Vehicle Program – Vehicle Accident Report

COMPLETE AND FORWARD TO THE DEPARTMENT OF FLEET SERVICES WITH A POLICE REPORT WITHIN THREE (3) DAYS

Date of Accident: _____ Time: _____

Location of Accident: _____

City Driver's Name:_____ Phone # _____

City Vehicle: Year:_____ Make:_____ Last 5 #'s of the VIN:_____ Tag #_____

Describe damage to City vehicle:_____

Is it drivable:_____ If not, where is the vehicle located: _____

Other Party Involved:

Claimant's Name:_____ Phone # _____

Claimants Address:_____

Claimant's Vehicle: Year:___ Make:_____ Last 5 #'s of the VIN:_____ Tag #_____

Describe damage to Claimant's vehicle:_____

Is it drivable:_____ If not, where is the vehicle located: _____

Describe event of the accident:_____

_____

_____

List injured parties: _____

List witnesses:

Name:_____ Phone:_____

Name:_____ Phone:_____

Name:_____ Phone:_____

For claims information call:

Dale Carter – Direct of Municipal Vehicle Program (501) 978-6123 : Fax # (501) 978-6562

APPENDIX III

Supervisor Accident Report

(To be completed by the employee's supervisor or other responsible administrative official)

General Information

Employee Injured:	Date & Time Reported: ___/___/___ : ☐ A.M. ☐ P.M.		Date & Time of Incident: ___/___/___ : ☐ A.M. ☐ P.M.
Location of Incident:	Witness:	Supervisor:	Supervisor #: (___) -
Job Title:	Department:	Property/Equipment Damaged: ☐YES ☐NO	

List Property/Equipment Damaged:

Was the employee performing normal job duty at the time of injury? ☐YES ☐NO	What was the employee doing when incident occurred?:

How did incident occur?

Part of body affected/injured. (Specific Details):

Root Cause

Incident Type: ☐BEHAVIOR ☐PROCESS ☐EQUIPMENT

PLEASE INDICATE ALL OF THE FOLLOWING WHICH CONTRIBUTED TO THE INJURY OR ILLNESS

___ Failure to lockout	___ Improper maintenance	___ Poor housekeeping
___ Failure to secure	___ Improper protective equipment	___ Poor ventilation
___ Horseplay	___ Inoperative safety device	___ Unsafe arrangement or process
___ Improper dress	___ Lack of training or skill	___ Unsafe equipment
___ Improper guarding	___ Operating without authority	___ Unsafe position
___ Improper instruction	___ Physical limitations	___ Other_____

Explain:

Corrective Actions

Was the employee cautioned for failure to use personal protective equipment?

Was the employee coached on proper safety procedures regarding incident?

Was the employee trained on proper safety procedures regarding incident?

∞*List training video(s):* *Date:* ___/___/___

Supervisor's corrective action to ensure this type of accident does not recur:

Supervisor (Print)	Supervisor (signature)	Date

Form AR-N	ARKANSAS WORKERS' COMPENSATION COMMISSION	N
Ark. Code Ann. §§11-9-701, 508, 514 AWCC Rule 099.33 Revised: 1-1-2001 Updated: 8-1-2006	324 Spring Street, Little Rock, AR 72201 Mail: P. O. Box 950, Little Rock, AR 72203-0950 501-682-3930 / 1-800-622-4472	

EMPLOYEE'S NOTICE OF INJURY

EMPLOYEE INFORMATION (Please Print in Ink)

Employee's Last Name	First Name	M I	Social Security Number	Home Phone No.
Street Address or P.O. Box	City	State	Zip Code	

Child Support Obligation: ☐ Current ☐ Past Due Payable to:

EMPLOYER INFORMATION (Please Print)

Employer's Name		Supervisor's Name	
Employer's Street Address or P.O. Box	Employer's City	State	Zip Code

ACCIDENT INFORMATION (Please Print)

			Date /Time
Place of Accident	Date of Accident	Time of Accident	Employer Notified of Accident

What part of your body was injured? _____

Briefly discuss the cause of injury: _____

Name/address of witness(es): _____

I hereby authorize any hospital, physician, psychotherapist or practitioner of the healing arts to furnish the bearer any information, written or oral, including, but not limited to, copies of medical records concerning my past, present or future physical, mental or emotional condition. I hereby waive my physician- and psychotherapist-patient privilege. A photostatic copy of this authorization shall be as effective and valid as the original. My signature below also indicates that I have been provided with my rights regarding change-of-physician. (See additional information on back side of form)

Date _____ Signature _____

Assistance with AWCC Form N is available from the AWCC Legal Advisor Division (1-800-250-2511 or 501-682-3930). Information is supplied by the Support Services Division (1-800-622-4472 or 501-682-3930).

Ark. Code Ann §11-9-106(a): "Any person or entity who willfully and knowingly makes any material false statement or representation, who willfully and knowingly omits or conceals any material information, or who willfully and knowingly employs any device, scheme, or artifice for the purpose of: obtaining any benefit or payment; defeating or wrongfully increasing or wrongfully decreasing any claim for benefit or payment; or obtaining or avoiding workers' compensation coverage or avoiding payment of the proper insurance premium, or who aids and abets for any of said purposes, under this chapter shall be guilty of a Class D felony. Fifty percent (50%) of any criminal fine imposed and collected under .... this section shall be paid and allocated in accordance with applicable law to the Death and Permanent Total Disability Trust Fund administered by the Workers' Compensation Commission."

Front side / Two-sided Form **N**

APPENDIX V

LITTLE ROCK PARKS & RECREATION HAZARD IDENTIFICATION REPORT FORM	
Division/Section:	
Discovered by: (*Optional*)	Contact number: (*Optional*)
Location of hazard:	Date:

Describe the hazard:
What are the risks associated with the hazard?
Whom or what may be affected by the hazard?
What has been done to control hazard? (*Note: Leave this section blank if nothing has been done*)

Initial Risk Rating	Negligible	Minor	Major	Severe	Catastrophic

What further action needs to be taken? (*e.g. - provide training; review safe work procedure; provide task equipment; etc.*)					
By when (date-if time critical):					
Residual risk rating (*after corrective action*)	Negligible	Minor	Major	Severe	Catastrophic
Completion Date:		Completed by:			

APPENDIX VI

- END -