

2016 NWRA Safety Strategy Implementation Plan

*** March 20, 2016***

Background

Safety is a vital priority for the waste and recycling industry – and our focus is to significantly improve our safety performance and reduce injuries, accidents and fatalities on the job. As part of its 2016-2018 strategic plan, NWRA is committed to moving the needle on industry safety by driving measurable improvement that saves lives and prevents injuries. With this in mind, NWRA held a safety summit where representatives of the organization’s Safety Committee, advisors and safety experts from the mining and direct delivery industries gathered to develop a three-year safety plan as well as measures for success. The group focused its day and a half session on the following goals:

- Develop a strategy to improve safety performance,
- Leverage expertise of participants to identify actions and timelines
- Optimize combination of bold action and realistic resources
- Reach agreements on measures of success for the industry

The candid conversation yielded a robust action plan and the development of working groups that will take ownership over assigned responsibilities. The following strategy details how NWRA will lead the way in improving safety throughout the industry.

The long-term objective is to eliminate industry fatalities with a three-year objective of reducing fatalities by 50%.

This plan focuses on improving safety within the waste and recycling industry nationwide over the course of the next three years through the following strategic initiatives:

- Move Collection Off Top 10 Most Dangerous List
- Take/Join Actions that will Significantly Reduce Distracted Driving
- Create/Find Collaboration Opportunities to Leverage our Efforts

NWRA will implement these three initiatives including coordinating conversations and actions that will yield improved safety performance not only for its members, but across the industry at large.

Strategic Initiative and Tasks	Leads and Timeline
<p><i>Strategic Initiative: <u>Move Collection Off Top 10 Most Dangerous List</u></i></p> <p>To improve safety performance in the waste and recycling industry, NWRA will focus on comprehensive education, information sharing and engagement to improve behaviors, processes and cultures in waste collection. Success in these areas will contribute toward a reduction in incidents and hazards positioning the industry to be ranked lower on the list of most dangerous occupations. The goal is to bring the annual count of industry fatalities to zero, with a short-term goal of 50 percent reduction in fatalities in three years.</p> <p>➤ Provide information and education on establishing a safety culture</p> <p>The first step in improving the industry’s safety record begins with establishing a culture of safety. This requires information, coaching, modeling and training to effectively take place from the corporate through the operational levels of a company and adapted accordingly.</p> <ul style="list-style-type: none"> • Share learnings and best practices on establishing a safety culture from successful programs, other industries and behavioral experts. • Share technical and case study information as well as best practices on how to develop a safety culture and what safety cultures look like. Share this information broadly, including on our website as well as through member outlets, including transfer stations and landfills. <p>➤ Promote safety through a united safety and training campaign</p> <p>Develop a program name that members can use to promote one united safety campaign that they will all subscribe to. This messaging will be incorporated into a larger communications program that will encourage companies across the industry to utilize their LinkedIn, Facebook and YouTube vehicles to promote this safety message. The Association will develop infographics, social media copy, news release templates, op/ed and letter to the editor templates as well as sample articles for participants to download and use as part of this effort.</p> <ul style="list-style-type: none"> • Consider the concept of an NWRA training academy while also developing and 	<p><u>Leads:</u> Rick Pollock, Charlie Sedlock, Ken Levine & Ralph Ford <u>Staff:</u> Jessica & Tony <u>Timeline:</u> 90 days to develop and present/ WasteExpo presentation</p>

evaluating training and technology guidelines. This group will look at updating and creating new ANSI standards

➤ **Share guidelines, best practices and data and leverage our work as secretariat for ANSI standards for the waste and recycling industry**

Share information, data and practices to enable better performance throughout the industry. This will include:

- **Adopt minimum training and technology guidelines for workers/share best practices – start by addressing by business line starting with highest risk areas**
- **Adopt guidelines for including safety training requirements in muni contracts and Include ANSI standards in municipal contracts – consider potential for accrediting through employing NWRA programs;**
- Create additional initiatives throughout the year like Stand Down for Safety while providing resources for participation of companies of all sizes. Expand promotion of these activities beyond waste publications. Make use of infographics to simplify risk assessments.
- **Data collection and analysis sharing (Root Cause analysis, Job Hazard analysis)**
 - Take a comprehensive look at what data NWRA collects, what it can easily access and what can be done with data. We will also coordinate a process to keep data confidential and establish confidence with all members so they feel comfortable releasing this information to NWRA.
- Define the types of data necessary and the correct measures to properly evaluate incidents and root causes
- Once definitions and measures have been solidified, establish a data collection process, probably housed out of NWRA, where information will be scrubbed for anonymity (insuring confidentially), analyzed, packaged and reported back to membership
- Share risk assessment tools
- Provide opportunities for companies to learn from each other. For instance, smaller and growing companies to visit and learn from larger/more developed

Leads (min training/best practices): Susan Epps, Robert Barteo & Billy Martin
Staff: Tony
Timeline: Dec. 2016

Leads: Jerry Peters, Nathan Brainard, Billy Martin, Josh Densberger, Jane Dolezal, Bryan Staley & Ron McCracken
Staff: Tony & Bret
Timeline: Ongoing for 3 years but beginning immediately. Immediate work includes identifying measurement tools and developing leading and lagging indicators

companies in a **mentor-shadow relationship** to share safety best practices

- The rest of the industry and the public must also be informed. With this, the NWRA communications team will seek to achieve coverage in industry publications but also in general market media outlets as well as communications vehicles that target other relevant industries.
- Coordinate with insurance companies to calculate various costs of fatalities, injuries, and incidents within the industry
- Promote the cost/value proposition to industry companies as a way to increase their involvement in increasing safety in their company and facilities; share information with the DDLG
- Identify measurement tools
 - Incidence rates, i.e., lost workday cases, fatalities
 - Actual numbers
 - Ensure companies are submitting BLS data using correct codes
 - Educate members on North American Industry Classification System (NAICS) to insure accurate reporting to government collection programs

➤ **Improve Safety Engagement with Smaller Firms**

The Association will intensify efforts to engage firms and introduce them to best practices, resources for safety improvement and opportunities to share information and questions with members who are achieving success. In partnership with members, NWRA will identify smaller member (defined as 500 trucks or less) and non-member waste and recycling businesses, including municipalities, to identify what their needs are and determine approaches to meet those needs. By engaging a broader circle within the industry, the greater whole stands to benefit. In order to gauge the needs of smaller firms, an email survey will be sent to NWRA members and the companies on databases of Endorsed Business Providers. The email survey will be followed with phone calls to encourage participation. At WE, a small group will be gathered to have a roundtable discussion on the needs and opportunities of engagement of smaller firms. With this information in hand, NWRA will:

- Expand outreach and drive greater engagement and adoption of safety programs by smaller firms (NWRA members & non-NWRA members)

Leads: Tony Cardamone, Kevin Levine, Nathan Brainard, Marc Okrant, Will Flower, Michael

- Create a safety ambassador-type program for smaller-firm outreach
 - Test program in development to ensure it will be adopted
- Increase NWRA membership among smaller firms by 40-50% over three years
- Coordinate with insurance companies to reach non-NWRA members
 - Work with insurance cos to identify/contact non-NWRA small firms to push info about available safety materials/programs
 - Follow-up to drive engagement by at least 30% of those contacted
- Pay greater attention to what smaller firms want/need on safety
 - Conduct phone interviews with smaller firm management on safety tools they want/need
 - Measure feedback/usage among smaller firms of NWRA safety materials

➤ **Establish successful Safety Roadshow and strong industry-wide events**

NWRA will lead a Safety Road Show to take training into the field and meet members (and non-members) in their backyards making it easier for them to participate. These sessions will be held throughout the year with a goal of completing four within the next 12 months. The first two will be evaluated so that the findings can be used to further improve the second set of sessions. When selecting the locations for the sessions, the Association will take into account where others (SWANA, ISRI) are hosting similar events so as to not duplicate efforts. Member hosts will be recruited for each session and member companies will assist with getting participants to the events. Members will be asked to help promote these events locally. These events will also be coordinated with the NWRA Chapters.

- Work with Chapters and members to engage operations-level personnel including those at small and medium-sized companies.
 - Four events in 2016
- Follow-up Stand Down for Safety initiative.
 - Create 1 new industry-wide safety initiative on a new high-impact

O'Connor, Paul Zambrano & John Decker

Staff: Jessica & Tony

Timeline: Survey to be developed within 60 days. Report due at a meeting with smaller companies at WE.

Leads: Jerry Sjogren, Jane Dolezal & Jim Olson

Staff: Tony & Jessica

Timeline: Immediate and ongoing

topic, similar to Stand Down for Safety that focused on backing.

- Plan stand-downs to occur every four months. For remainder of 2016:
 - May: Heat safety
 - September: Back to school

➤ **Increase adoption of and use of NWRA Safety Materials and Education**

NWRA will communicate safety information to companies and work with them to move content from the strategic level to the operational level to ensure that employees at industry facilities are receiving these messages in a meaningful way.. The following items will define the Association’s enhanced safety education program:

- Produce and share webinars and podcasts with important safety instruction for workers to use at their work sites while continuing to provide printed materials such as Safety Monday in easily accessible locations
- Make training materials more easily accessible to companies (both members and non-members) by securing sponsors for tools and publications and also by taking a new look at how materials can be repackaged and broadly provided to members..
 - The Safety Manual, will now be packaged and sold by chapter.
 - Explore opportunities for grants and sponsorship for safety materials and opportunities to expand access to these items by the companies that need them most.
 - Identify best practices and other tools that need to be developed, including:
 - “call a mentor” program
 - Podcasts to train front line supervisors and drivers
 - At least 3 new best practices documents for publication and dissemination
 - Training on high need areas (with an emphasis on front line

Leads (Sponsorship/Grants): Ken Levine & Josh Densberger
Staff: Tony
Timeline: Ongoing

Leads (Booking WE Sessions):
Staff: Sheila & Tony
Timeline: 90 days/ WE

Leads (High Need Training):
Shawn Mandel, Ralph Ford & Rick Pollock
Staff: Tony
Timeline: 1 year

<ul style="list-style-type: none"> <ul style="list-style-type: none"> supervisor training) <ul style="list-style-type: none"> ▪ Enhance Safety Monday (staff initiative) ○ Ensure a best practices library is easily accessible to members <ul style="list-style-type: none"> ▪ Create an online best practices library if it does not exist. ▪ Promote accessible library to members and track usage. ○ Ensure safety materials focused on employees are bilingual <ul style="list-style-type: none"> ▪ Partner with National Safety Council to advance front line supervisory training <ul style="list-style-type: none"> • Customers also need to be educated so that they can play an important role in improving safety. <ul style="list-style-type: none"> ○ NWRA will support efforts to better engage municipalities and incorporate language into contracts that will improve safety. <ul style="list-style-type: none"> ▪ This effort will take place at the local level where chapters will be encouraged to promote the inclusion of ANSI standards around driver training and equipment. 	
<p><u>Strategic Initiative: <i>Take/Join Actions that will Significantly Reduce Distracted Driving</i></u></p> <p>➤ Join coalitions and actively participate on Distracted Driving (Together for Safer Roads, AT&T's It Can Wait campaign)</p> <p>NWRA will work with groups who have already achieved credibility, awareness and tools to end distracted driving. Among these groups are AT&T and Together for Safer Roads.</p> <ul style="list-style-type: none"> ○ Identify additional partnership opportunities on driving distracted. <p>In addition, NWRA will:</p> <ul style="list-style-type: none"> ○ Launch/join effort to legislate auto cell phone shut off while in moving vehicle ○ Develop guidelines for industry policy banning the use of cellphones in vehicles ○ NWRA and member companies participate in at least two national coalitions on Distracted Driving 	<p><u>Leads:</u> Jim Olson & Rock Pollock <u>Staff:</u> Chris & Tony <u>Timeline:</u> Group will organize a meeting to take place in next six months with suppliers in the industry to assemble recommendations. Further, working with the NWRA government affairs team, the group will work to launch/join efforts to automatic shut-offs of cell phones in moving vehicles with a deadline of 60-90 days.</p>

- Identify 1 initiative with each coalition that NWRA can undertake to contribute to reducing the impact of distracted driving on our industry.

➤ **Continue to expand Slow Down to Get Around efforts**

Slow Down to Get Around legislation has been passed in ten states and is being promoted in others. Work is needed to promote knowledge of and compliance with these laws

- Identify opportunities to partner with nationally recognized groups that focus on safety to develop and distribute educational materials to the general public. This would include potential partnerships with Together for Safer Roads, NETS, municipalities, state agencies, AAA, etc...
- Support greater enforcement and education (as a follow up to Slow Down to Get Around)
 - Advocate for additional enforcement penalties for violation SDTGA in 10 states where law was already passed.
 - Generate media mentions in those states of the existing and/or new penalties.
 - Incorporate safety around trash collection in drivers' education in all states, with an emphasis on the 10 states where SDTGA is already the law.
- Follow-up Slow Down to Get Around enactment by advocating to state agencies for enforcement, education
 - Promote following the law with the use of PSAs and other educational material
 - Pitch PSAs to local media in states where SDTGA legislation has been Adopted

Leads: Jerry Sjogren

Staff: Jessica

Timeline: Survey to be developed within 60 days. Report due at WE.

Strategic Initiative: Create/Find Collaboration Opportunities to Leverage our Efforts

- **Coordinate with unions on safety (and safety technology)**

- Bring industry fatalities to zero
- Achieve legislation that limits cell phone use and functionality in vehicles to reduce distracted driving
- Improve safety cultures across the industry
- Increase engagement of smaller firms
- Secure grant and sponsorship funding that would allow NWRA to provide safety materials and trainings to companies at little to no cost
- Achieve decreases in insurance rates for NWRA Safety Compliant companies