

**2010  
CITY OF MILWAUKEE  
DEPARTMENT OF PUBLIC WORKS SAFETY PLAN**

**I. Policy Statement**

The safety and health of each employee is of paramount importance to the Department of Public Works (DPW). Safety must not and will not be neglected. All employees will be accountable for adhering to safe work practices. Managers will be responsible for education and enforcement. Employees will be responsible for working safely and reporting any hazardous conditions or equipment.

DPW is committed to a pro-active safety program that promotes safety awareness, develops sound safety procedures, and reduces accidents and injuries. Our goal is to give each employee the "tools" needed to work safely and stay healthy. Injuries affect all of us and our ability to provide quality services to Milwaukee residents. Aspects of the DPW safety program include:

- Prompt investigation of accidents
- Analysis of injury experience
- Inspection of work-sites for unsafe conditions or practices
- Development and revision of safety policies and procedures
- Enforcement of safety and work rules
- Training of employees, both remedial and on going.
- Injury Review Committee
- Transitional Duty

All DPW employees are responsible for safety and safe work habits. The Division practices zero-tolerance for unsafe acts, failure to follow safe work procedures, and for not wearing safety equipment. All of us share responsibility for our own safety and that of our co-workers. We will make every effort to work safely at all times. This Safety Plan will be distributed to all DPW employees at safety meetings and posted on employee bulletin boards throughout DPW facilities.

**II. Employee Safety: Roles and Responsibilities**

The health and safety of our employees must be a top priority; therefore all Department of Public Works employees will have a role in the safety program. All employees are responsible for not only their own personal safety but the safety of their co-workers.

## **COMMISSIONER OF PUBLIC WORKS**

The Commissioner of Public Works establishes the vision for the safety program. The Commissioner is responsible for ensuring that all levels of management, supervision and labor are provided with the resources necessary to reduce and minimize the number of work accidents and injuries. The Commissioner is responsible for making sure that all employees take safety seriously.

## **DIVISION HEADS**

Division Heads are responsible for ensuring that subordinate division managers follow the established safety policies and programs. Division Heads are responsible for being familiar with industry safety standards and will be expected to promote changes in safety protocol as technology advances or circumstances require. Division Heads will reinforce the importance of safety to all levels of management within the Division.

## **FRONT LINE MANAGERS / SUPERVISORS**

Managers will be responsible for safety education and enforcement of safety standards. Managers will also be responsible for making sure that all authorized safety equipment is being used and that missing or damaged equipment is replaced. Managers will be required to be knowledgeable regarding industry standards and advances in safety equipment. They will be required to routinely assess their sections and determine whether or not changes in procedures or equipment are required. They will investigate violations in safety protocol, accidents or injuries and will make reports and take disciplinary action, when necessary.

## **SAFETY SECTION**

The Safety Section is responsible for developing and managing the safety program. The section will be primarily engaged in conducting safety audits, site visits and training. By conducting site visits the section will develop and maintain statistical data of injuries, near misses, and exposures. This will be used to identify health and safety hazards and trends that affect the Department of Public Work Employees. The Safety Section is responsible for ensuring all safety policy and procedures are updated as needed and will act as a resource to all Department of Public Work employees. The Safety Section and all levels of Department of Public Works employees will identify risks and potential injuries before they happen. The identification of hazards, risks and potential injuries will be done through the use of Safety Audits. (An example of a Safety Audit is included as Attachment 1). The safety staff will investigate violations in safety protocol, accidents or injuries and recommend disciplinary action, when necessary.

## **DEPARTMENT OF PUBLIC WORKS EMPLOYEES**

All Department of Public Works Employees have a responsibility to participate by reporting safety concerns both verbally and in writing. Every Department of Public Works employee is responsible for following all established safety policies and programs. The employees are expected to utilize the safety resources that have been made available to them including training, documentation, safety staff, management and the safety committees. However, each employee is ultimately responsible for their own individual safety.

All Department of Public Works employees will be required to attend safety training sessions. After being trained and while engaged in their job assignments, employees will be required to follow all safety protocols. This will include the proper use of all relevant safety equipment. Short-cuts and unsafe work practices will not be tolerated. Employees will also be responsible for reporting any problems with equipment or concerns about safety protocol to management.

## **HEALTH AND SAFETY COMMITTEES**

Department Health and Safety Committees are joint labor and management committees that address identified health and safety hazards that impact employees working within the Department. The number of members and the frequency of meetings will vary among the different work groups. Union and Management members will be able to raise safety concerns that they encounter while working in the field. Verbal and/or written concerns may be submitted to the committee by any employee. Committee members will act as liaisons for other field employees that are not on the committee. All safety concerns brought forward will become agenda items at the meeting. Agenda items will be documented in safety committee meeting minutes. If safety concerns can not be addressed immediately, Safety Committee Members will research potential solutions and introduce possible resolutions at subsequent meetings. If any resolution or intervention is implemented, it will be documented in a central data base. The impact of the action taken will be tracked over time to determine its effectiveness. Meeting minutes will be posted in the respective work areas and will be distributed to all levels of management to share with their employees. The Department of Public Works has developed guidelines (Attachment # 2) to help the departments run an effective safety committee.

## **REQUESTING SAFETY INFORMATION ANONYMOUSLY**

DPW has also developed a Safety Request Information form (Attachment #3) that employees can fill out to request safety information. The form can be filled out anonymously with general safety concerns and sent through interoffice mail. In addition, a memo (Attachment #4) will be distributed through management and posted at all employee bulletin boards stating that employees can leave voicemail messaged anonymously with the Safety Supervisor.

## **COMMUNICATION TO DPW EMPLOYEES**

Safety Information is communicated to DPW employees through a variety of ways. Employees will initially receive a new hire packet when they are hired. The information included in this packet contains the division work rules which also includes the general safety rules. All employees are required to sign a form (Attachment #5) stating that they have received the work rules along with other important documents. Information will also be distributed at required safety training sessions. In addition, safety information will also flow from upper management to field level employees through shop meetings with supervisors. DPW supervisors and managers will distribute safety information to all of the employees that they are responsible for managing. Information will also be posted on employee bulletin boards located in all assembly rooms that DPW employees use for gathering at the beginning and the end of the work day.

## **GENERAL SAFETY POLICIES**

Per the Department of Employee Relations Safety Plan Template, below are the General DPW Safety Rules. These rules apply to all employees in all departments and shall be followed by all field employees working for the Department of Public Works.

The general safety rules are given to new employees during orientation and again when division work rules are distributed to each employee. This typically occurs on an annual basis.

Specific safety rules and policies for departments are kept by the safety section or the department's Technical Training Supervisor.

Policies such as Lock Out Tag Out, Lifting Operations, and Confined Space Entry are covered in each department's safety training activities.

Sign in sheets are kept to document employee attendance and participation.

### Eye Protection

Protective eye-glasses that meet or exceeding the American National Standard Z87.1-2003 must be worn by all Department of Public Works employees working during all field operations. Approved eye protection must have the ANSI standards abbreviation permanently stamped on the lenses.

All employees must wear safety glasses or goggles when performing their regular work assignment.

This applies to shops, inventory, and inside maintenance personnel except custodial personnel.

Exceptions are allowed for temporary or seasonal employees with prescription non-safety glasses; however, these persons must wear coverall goggles or plain safety glasses.

### Safety Shoe Requirements

All field employees must wear division approved safety shoes in satisfactory condition during working hours.

Safety Shoes must be intact, steel-toed American National Standards Institute (ANSI) approved ASTM F2413-05 I/75 C/75 footwear. The uppers must cover the ankle. There should be no visible rips or tears. Laces must be functional and soles must be firmly adhered to the shoe body. Tennis type safety shoes are not allowed.

### Safety Vests

Employees working in roadways and alleys must wear safety vests or high visibility coveralls equipped with reflective stripping. Reflective clothing increases visibility to general traffic as well as City vehicles on the job site. All safety vest or high visibility clothing must meet or exceed the ANSI / ISEA 107-2004 Class II or higher.

### Seat Belts

All DPW employees who drive or ride in vehicles, including their own automobiles, in the performance of their work, are required to use their safety lap and shoulder belts. An employee assigned to an activity that requires getting in and out of the vehicle several times in a given block, such as an Operations Driver Worker on a collection route, is exempt from the rule while moving the vehicle down that block.

## Hard Hats

In accordance with OSHA Regulations (Standards – 29 CRF), Head Protection. – 1910.135, which states, in part:

(a)(1) – The employer shall ensure that each affected employee wears a protective helmet when working in areas where there is a potential for injury to the head from falling objects.

(a)(2) – The employer shall ensure that a protective helmet designed to reduce electrical shock hazard is worn by each such effected employee when near exposed electrical conductors which could contact the head.

All employees are required to wear their hardhats whenever there is a danger of being struck in the head from an overhead or swinging hazard.

Hardhats are mandatory in Underground Assignments

Others - Hardhats are required when:

- while pouring concrete, there is a danger from the chute on the concrete truck and from individuals with shovels
- when loading and unloading trucks
- when working in close proximity (20 feet) of heavy machinery/equipment (such as a Grade All, Back Hoe, Vac All, Reach All, etc.)
- while operating a skidloader (Bobcat) or working in close proximity (20 feet) of the skidloader
- when a trencher is on the job site
- when a aerial lift, boom truck, bucket truck, etc. is on the job site
- while under the city's movable bridges
- when a crane is on the job site
- while operating the vacuum hose of the Vac All
- while on any contractors construction site, and where a contractors requires hardhats
- when required by your supervisor or Safety Specialist

## Stereo/Radio Headphones

For reasons of safety, productivity and public image, DPW employees are not allowed to wear stereo/radio headphones during work hours. No radios of any type are allowed.

## Hazardous Communications Standard

Material Safety Data Sheets (MSDS) are available to all employees for the chemicals that exist in the work place.

The following Hazard Communication Program has been designed to ensure that:

1. Hazardous substances present in the work place are identified and labeled.
2. Employees have ready access to information on the hazards of these substances.
3. Employees are given information on how to prevent injury or illness due to chemical exposure.

## Injury Reporting

The most important aspect of the injury reporting process is accurate and timely reporting of injuries. All injuries are to be reported to your supervisor immediately. If you are claiming an injury, an injury report form must be completed. Injury reports should be received by your supervisor by the end of the working shift on the day of injury occurrence. Medical treatment and a Physician's Authorization may be required before the authorization of injury pay or a return to work from an injury.

### III. Legal Framework and Other Training

Examples of Legally Required Safety Programs	Legal Authority	Date of Last Policy Update	Policy Applies To	Year Training Completed	Training Frequency *
Blood borne Pathogen or Exposure Control Plan	CFR1910.1030	2007 On-Going	Custodians Forestry & Sanitation	On-Going	Annual
Confined Space Entry	CFR1910.146/Comm 32.29	2008	Sewers & Water Dept	On-Going	Annual
Personal Protective Equipment	Comm 32.15	2008 Foot Protection	All DPW Field Employees	On-Going	Annual
Hazard Communication	CFR1910.1200	2009	All DPW Field Employees	On-Going	Annual
Electrical Safety	CFR1910.332	2006	Communication, Electrical Service & Forestry Employees	On-Going	Annual
Lockout/Tagout	CFR1910.147	2009 On-going	Water Dept, Communication & Electrical Service Employees	On-Going	Annual
Respiratory Protection	CFR1910.134	2000	Painters & Water Dept	On-Going	Annual
Hearing Conservation	CFR1910.95		Sewers, Forestry & Special Eq. Operators	On-Going	Annual

Office Safety		In-progress			
Emergency Response Procedures	Handbook Updated – 2004		ALL ZMB Employee	On-Going	
Other Safety Programs/Training	Entity Providing Training	Date of Last Policy Update	Policy Applies To	Year Training Completed	Training Frequency *
First Aid/CPR Training CFR 151/Comm 32.30	Forestry, Sewers, Bldg/Fleet, Electrical Services & Water Dept	2008	Forestry, Mechanics, Sewers, Electrical Services & Water Dept	On-Going	Bi-Annual
Slip, Trip & Fall Training and “snow cleat” Training	Operations		Operations Driver Loaders / Labors / Sanitation Workers	Fall of 2009	Annual
Proper Pushing / Pulling of Garbage Carts	Operations/ Concentra		Operations Driver Loaders / Labors / Sanitation Workers	Fall 2009	
Proper Digging / Shoveling and Body Mechanics	Infrastructure / Concentra		Labors / Asphalt Workers	Spring 2009	
National Kidney KEEP Screening	Infrastructure / Operations / Water				
Defensive Driving Course	DPW / Administratio n		Parking Checkers	Fall 2009	

DPW Injury Report EB 49 Processing	DPW Safety Department	2009	DPW Mgmt	June 2009	Initial bi-annual
DPW Transitional Duty	DPW Safety Department	2009	DPW Mgmt	June 2009	Initial bi-annual
Accident Investigating	Bill Koepnick		DPW Mgmt	July & August 2009	Initial

\*Training Frequency: Initial (at time of hire), periodic (at regular intervals), and refresher (annually)

#### **IV. 2005-09 DEPARTMENTAL INJURY STATISTICS AND ANALYSIS**

##### **INJURIES BY TYPE AND TITLE**

The Department of Public Works (DPW) examined the type and frequency of injuries during the period of 2005-2009. DPW also looked at the number of claims and total cost by job title in 2009.

Ranking of Cost	2005	2006	2007	2008	2009
1	Slip/Different Level	Slip/Snow Ice	Slip/Snow Ice	Slip/Snow Ice	Entering/Exiting vehicle
2	Operating Vehicle	Operating Vehicle	Slip/Different Level	Garbage Cart	Slip/Snow Ice
3	Lifting	Digging/Shoveling	Garbage Cart	Lifting	Slip/Same Level
4	Push/Pull	Slip/Ext. Vehicle	Push/Pull	Struck by Object	Digging/Shoveling
5	Branches /Brush	Slip/Fall Tree	Lifting	Slip/Same Level	Garbage Cart



## INJURY COST BY TITLE

Title	Number of Positions	Number of Claims	Lost Work Days	Medical Cost	Cost Per Claim	Average Days Lost Per Claim
Parking Checker/Lead Parking Checker	58	31	168	\$51,087.27	\$1,647.97	5
Infra. Repair Worker	32	32	596	\$86,147.00	\$2,692.09	19
Infra.Repair Crew Leader	17	13	465	\$148,142.55	\$11,395.58	35
City Labor	143	57	629	\$151,386.76	\$2,655.86	11
Urban Forestry Specialist	116	80	1077	\$226,495.00	\$2,831.18	13
Operations Driver Worker	341	294	3596	\$1,112,909.04	\$3,785.40	12
Labor - Electrical Services	28	11	30	\$10,091.83	\$917.43	3
City Labor (Seasonal)	59	16	119	\$29,590.18	\$1,849.38	7
Sewer Labor I	23	18	226	\$25,192.70	\$1,399.59	13
Sewer Labor II	25	10	326	\$65,298.16	\$6,529.81	33

\*The number of lost days and medical costs represent a snapshot in time when the data was pulled. Lost work days and medical costs may still accrue on open claims. \*\*Medical costs do not include injury pay.

## TOP 3 MOST FREQUENTLY OCCURRING INJURIES BY JOB TITLE

<b>Urban Forestry Specialist</b>	2005	2006	2007	2008	2009
Activity Code 17 Lifting	5	7	2	11	7
Activity Code 31 Tree Climbing	7	5	7	0	0
Activity Code 49 Any injury involving Branches, Brush, Mulch, and Weeds	26	18	11	14	16
<b>Sewer Laborer II &amp; II</b>	2005	2006	2007	2008	2009
Activity Code 17 Lifting	4	1	1	3	3
Activity Code 18 Any injury involving Man Holes?	6	5	2	18	4
Activity Code 42 Any injury involving Slip, Trips, & Falls Same Level	2	0	0	1	1
<b>Parking Checker</b>	2005	2006	2007	2008	2009
Activity Code 33 Any injury involving Vehicle Accident Occupant	11	27	8	12	25
Activity Code 37 Any injury involving Vehicle Operation / Driving	1	2	1	0	3
Activity Code 58 Any injury involving Citizen Assault	3	6	2	1	0

<b>Labor ES</b>	2005	2006	2007	2008	2009
Activity Code 3 Any injury involving Cable	1	2	2	2	0
Activity Code 8 Any injury involving Digging / Shoveling	6	8	4	8	2
Activity Code 42 Any injury involving Slip, Trip, Fall Same Level	1	2	2	1	0
<b>Electrical Worker</b>	2005	2006	2007	2008	2009
Activity Code 17 Lifting	2	0	0	4	2
Activity Code 36 Any injury involving Vehicle Entering / Exiting	1	1	1	0	0
Activity Code 39 Any injury involving Slip, Trip, Fall Different Level / Curb/ Pot Hole / Stairs	3	2	2	2	0
<b>Electrical Mechanic / Apprentice</b>	2005	2006	2007	2008	2009
Activity Code 03 Any injury involving Cable	4	2	2	1	0
Activity Code 14 Any injury involving Hand Tools	5	5	4	2	3
Activity Code 17 Lifting	3	4	3	9	1
<b>Operations Driver Worker</b>	2005	2006	2007	2008	2009
Activity Code 11 Any injury involving Garbage Cart	87	70	122	60	64
Activity Code 17 Lifting	40	46	45	59	31
Activity Code 43 Any injury involving Slip, Trip & Fall on Snow or Ice	75	35	59	83	14
<b>City Laborer Regular / Seasonal</b>	2005	2006	2007	2008	2009
Activity Code 08 Any injury involving Digging / Shoveling	14	11	8	3	5
Activity Code 17 Lifting	12	9	7	6	7
Activity Code 25 Any injury involving Push / Pull	3	3	3	2	3

An examination of this data again reveals that digging, lifting/pulling and slips/falls are the most costly and commonly occurring injuries.

In examining the cost of injuries, it is important to recognize that the total cost of injuries includes lost work time, injury pay and medical costs. Lost work time is a function of the severity of the injury and the time that it takes for an employee to rehabilitate. However, this data supports the department's belief that the injuries that commonly occur in the laboring titles, such as digging, lifting/pulling and slips/falls, are among those that have the highest cost. It is of note that the Slip/Fall injury is the highest cost injury in each of the five years. Also in the top three each year are Lifting, Digging and manipulating a Garbage Cart.

In examining the claims that the City Laborers made there was no indication of a pattern of injuries. The data demonstrated that there is a handful City Laborers that made multiple injury claims in 2009.

50 City Laborers accounted for 73 claims in 2009. 16 City Laborers accounted for multiple injury claims. The position of City Laborer lost 748 days and accrued \$176,887 in medical expenses. The 16 City Laborers accounted for 507 of 748 lost days and \$101,442 in medical expenses.

DPW will identify the Laborers that made multiple claims through the Injury Review process and determine if further training or equipment upgrades are needed.

Department	Number of Claims	Number of Multiple Claims	Lost Days*	Total Cost of Claims*	Most Costly Claim
Sewers	11	4	218	\$64,111.31	\$27,012 Slip, Trip, Fall on Snow and Ice
Electrical Services	24	4	148	\$33,724.30	\$8,655 Using an Air Hammer
Streets / Bridges	32	5	343	\$70,097.42	\$15,210 Entering / Exiting Vehicle
Forestry	6	3	39	\$9,043.82	\$8,504 Struck Against an Object
Totals	73	16	748	\$176,887	

\*Lost Days and Claim Costs continue to accrue on open claims

There were a total of 26 claims of injury that were the result of digging or shoveling in 2009 and 19 of those claims were classified as an indemnity or medical claim. 9 Infrastructure Repair Workers / Crew leads and 5 City Laborers had injury claims resulting from digging or shoveling. Digging and shoveling claims resulted in 767 Lost Days with medical costs of \$220,993. Using the total of 19 claims this averages to 40 lost days per claim and an average cost of \$11,631.21 per claim.

In addition to shoveling and digging injury claims, Infrastructure Repair Workers / Crew Leaders and City Laborers had 13 injury claims of either shoveling asphalt or working with asphalt. Of these 13 claims, 10 were indemnity or medical claims. These claims resulted in 82 lost working days and with medical costs of \$27,995.

To help reduce the cost of injuries to these titles DPW is looking to develop customized training for Infrastructure Repair Workers / Crew Leaders. DPW is evaluating the possibility of having an outside consultant conduct job analysis of work being performed by Infrastructure Repair Workers / Crew Leaders. Based on the analysis, customized training will be developed on how to do each task correctly and in an ergonomically correct posture. Each employee will have to go through workstations and actually perform each task with the ergonomically correct posture. The estimated cost to train 100 employees will be \$6,000. In 2009, Infrastructure Repair Workers / Crew Leaders were responsible for \$234,239 in medical costs and 1061 lost working days. DPW believes that the investment in this training will have a direct impact in reducing the claim numbers, cost, and lost work days in this employee group.

In order to help eliminate some of the shoveling and asphalt injuries in the streets, the department evaluated a new piece of equipment (the Hot Patch) at the end of 2009. Two "Hot Patch" devices were installed on small asphalt patch trucks during May 2010. The Hot Patch has a built in heater that keeps the asphalt at a workable temperature. This allows a shovel to move easier through the asphalt. In addition, the Hot Patch device is equipped with a low shoveling platform. This prevents the employees from digging and lifting the asphalt from a shoulder height. The shoveling platform is also a lift that can return any unused asphalt back to the truck bed. This will eliminate the employee from having to shovel excess asphalt off of the road. The cost of installation of one Hot Patch device was \$7,000. DPW is going to evaluate how many injuries resulted from digging and shoveling asphalt from the two trucks that have the Hot Patch device versus the trucks that do not have the Hot Patch device. In addition, DPW is going to interview all Street Maintenance Employees about the use of the Hot Patch device.

Below is a picture of the Hot Patch device.



Injuries entering and exiting City of Milwaukee vehicles is another costly injury for the City. In 2009, there were 56 claims of injury while entering or exiting a vehicle. Operations Driver Workers made up 34 of the 56 claims and 16 claims did not require a doctor's visit. There were an additional 24 indemnity claims and 16 medial claims. There were 907 lost work days due to this injury category, resulting in total medical expenses of \$317,471. DPW is currently developing training for the specific work groups. The training will show proper ways to enter and exit vehicles specific to the job. The training is tentatively scheduled for September and October of 2010.

DPW recognized an increase trend in slips, trips and falls on ice and snow. To address this trend the department has purchased "snow cleats" that are worn over employees' boots. The cleats were issued in October of 2009. There was a dramatic decrease in the amount of Slips, Trips & Falls on Snow and Ice. In 2008, there were 153 incidents of Slips, Trips & Falls on Snow and Ice versus just 21 incidents in 2009. DPW believes that the ice cleats did help reduce the number of incidents. Even with the reduction of total incidents, Slips, Trips & Falls on Snow and Ice is one of DPW's costliest injuries. DPW is working with Local 61 and 48 in evaluating the effectiveness of the snow cleats. During the upcoming elections, each member of Local 61 will fill out a survey about the snow cleats.

The information from the survey will be evaluated at the Joint Labor Management Safety Committee. The committee will then recommended any changes to style or type of snow cleat.

Because push, pull and lifting injuries are common and repetitive in the Sanitation division, DPW provided training by a physical therapist on how to properly handle garbage carts in 2009. This training was provided to all Sanitation employees and addressed the proper way to check the weight of the cart and the proper way to push the cart. The training gave the employees real life examples of how to deal with objects that they encounter on a daily basis. The number of injuries involving garbage carts has stayed relatively consistent over the last two years for Operation Driver Workers. The amount of lifting injures did decrease last year among Operations Driver Workers from 59 injury claims to 31 injury claims. There was a small increase in the number of injuries with garbage carts from 60 claims in 2008 to 64 claims in 2009. However, these numbers represent a 48% decrease from the 122 cart related injury claims in 2007.

DPW is planning on expanding the cart training for the Operation Driver Workers. The training will take place on August 17, 18, & 19. In addition to the physical therapist customized garbage cart training, a physical therapist will also demonstrate basic stretches and exercises that our employees can incorporate in their work day.

DPW is also exploring new devices that will assist our employees in moving heavy garbage carts. Currently, we are contacting Cart Essentials to field test their EZ Wheel. The device can be clamped on to our garbage carts and wheeled. DPW is also researching whether there is a portable device that would make moving carts over snow and ice more efficient.



In May of 2010, a Joint Labor Management Committee was formed to examine the type of current garbage cart the City of Milwaukee is using and to make recommendations in the future purchasing of garbage carts. The group has sent a communication to the manufacture to determine whether or not some recommended changes are possible.

The Sewer Labors I & II saw a dramatic decrease in claims that resulted from removing man hole lids. During each sewer investigation, a man hole lid is removed so that a visual inspection of the sewer lateral can take place. DPW is consistently searching for a better man hole lid removal device.

Currently, DPW is trying to modify a man hole hook that was designed by an Ergonomic Engineer and used by WE Energies. The current design does not work with our man hole lids. The Electrical Services Machine Shop is currently trying to modify the man hole hook to work for our lids.

The Parking Checkers had an increase in claims resulting from motor vehicle accidents. 20 of the claims resulted in no doctor's visits, 3 were medical claims, and 2 were indemnity claims. The Parking division had 177 lost work days in 2009 and 55 of those days resulted from a motor vehicle accident.

Currently, Parking Checkers must pass a road test upon being hired. The test is given by DPW Driving Instructors. The test consists of conducting a pre-trip, stopping in traffic, backing up in traffic, parallel parking, pedestrian traffic, proper turns, and proper use of signaling devices.

DPW is evaluating the possibility of having the Parking Checkers take the road test every two years. This must take into account the actual need for re-training versus time away from production to conduct the training.

The injury that resulted in the most lost days in the Parking division resulted from a Lead Parking Checker twisting her ankle as she exited the Jeep. 93 of the 177 lost days in Parking resulted from this injury claim.

DPW will also provided Parking with training on how to properly enter and exit the Jeep.

#### 2005-2009\*AGE AT INJURY

	2005	% of total	2006	% of total	2007	% of total	2008	% of total	2009	% of total
60 or Greater	24	2	39	4	102	6	75	7	72	8
50-59	301	26	333	31	587	32	333	31	297	33
40-49	489	42	427	40	683	37	403	38	342	39
30-39	298	26	215	20	362	19	231	22	153	17
18-29	49	4	56	5	82	5	32	3	21	2
Total	1161	**	1070	**	1816	**	1074	**		**

\* Includes all claims (may not involve medical treatment)

\*\* May not equal 100% due to rounding

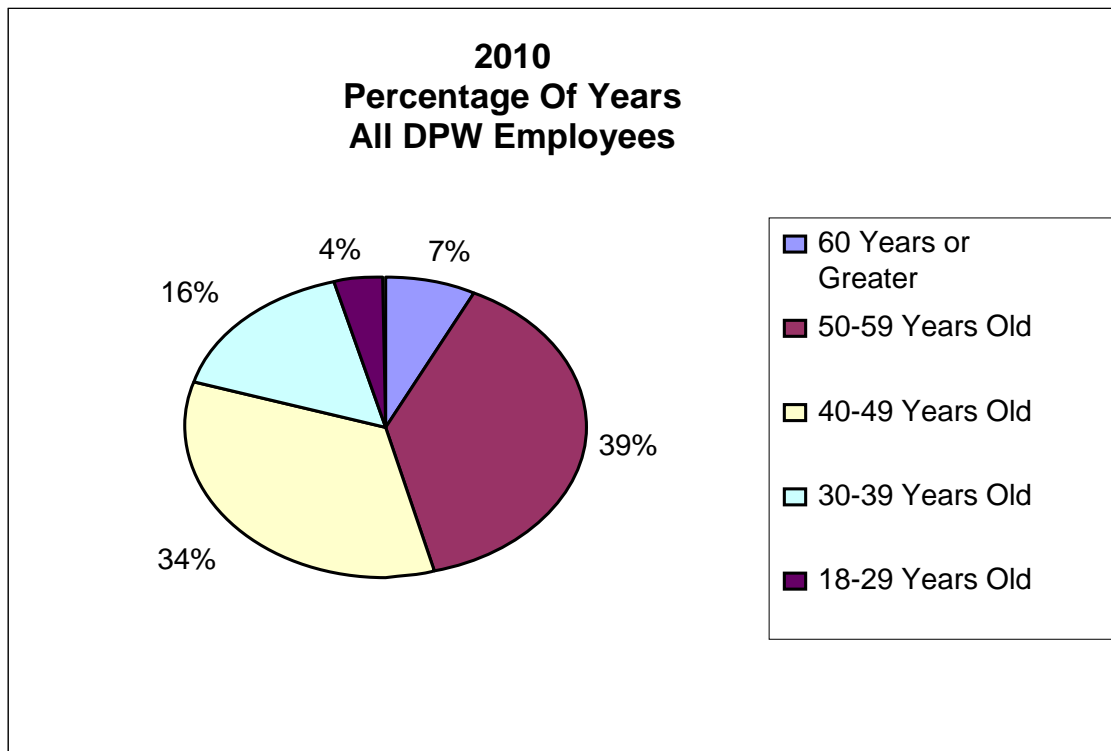
This data demonstrates that a large percentage of our work force is being injured in the 40-49 age range.

In 2007, this age range combined with the 50-59 year age range accounted for 69% of all injury claims made by DPW employees.

In 2009, the age group that made the most claims was 40-49 years old at 39% percent and combined with the 50-59 year age range accounted for 72% of all injury claims. A look at current age groups in 2010 shows the following population breakout for DPW:

Age Group	Number of Employees	% of Total
60 or Greater	155	7%
50-59	796	38%
40-49	706	34%
30-39	331	16%
18-29	84	4%
Total	2072	**

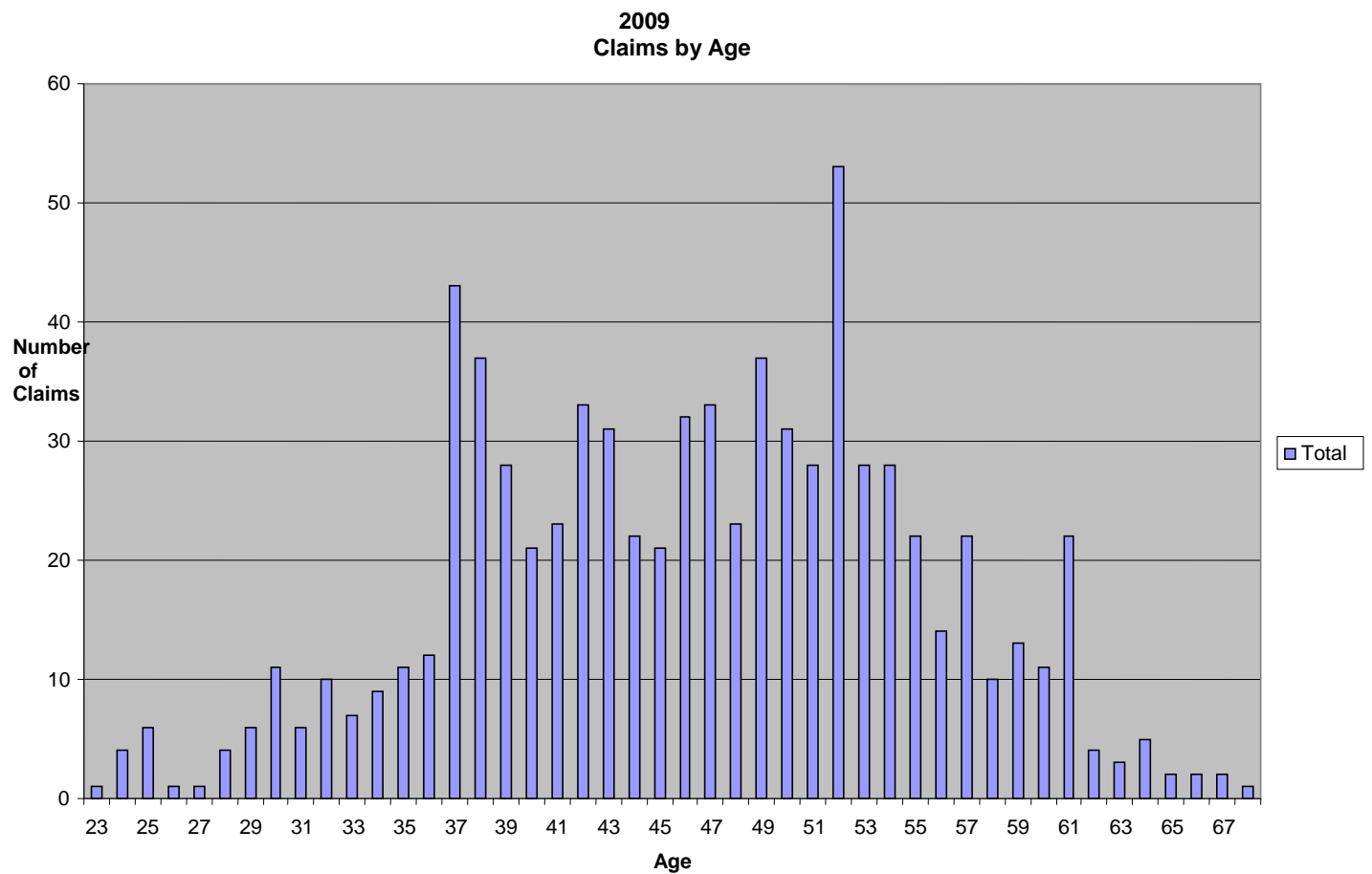
\*\* May not equal 100% due to rounding





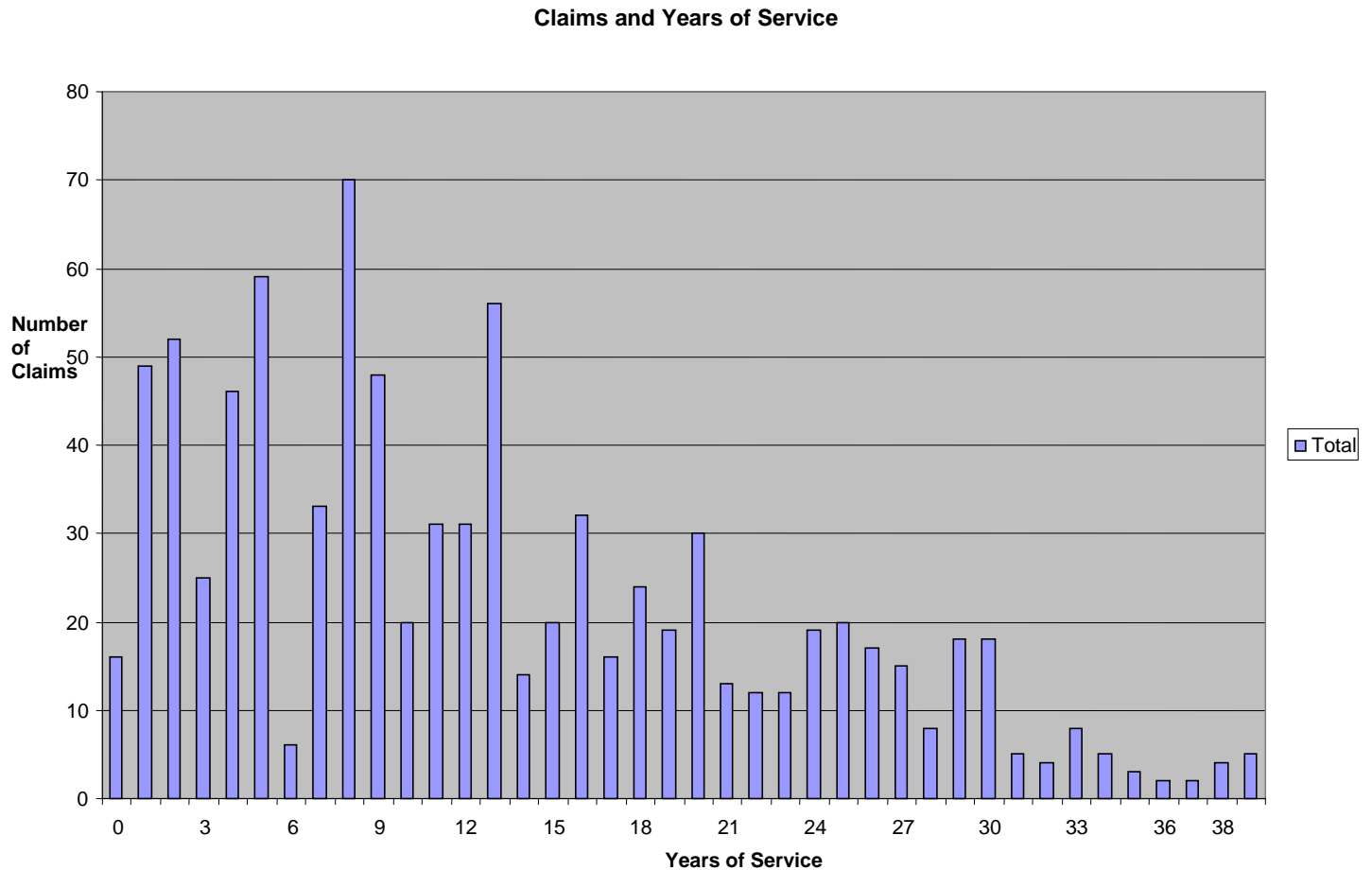
The next chart looks at age and years of services of some DPW Titles that incur high medical cost.

Title	Number of Positions	Number of Claims	Average Age	Average Years of Service
Parking Checker/Lead Parking Checker	58	31	47	8
Infra. Repair Worker	32	32	47	7
Infra.Repair Crew Leader	17	13	48	15
City Labor	143	57	37	3
Urban Forestry Specialist	116	80	42	12
Operations Driver Worker	341	294	47	12
Labor - Electrical Services	28	11	49	11
City Labor (Seasonal)	59	16	42	Less than 1 Year
Sewer Labor I	23	18	43	6
Sewer Labor II	25	10	45	10



The majority of the people working for DPW are over the age of 40 years. This group also makes the largest number of injury claims.

The other largest demographic of employees with high injury claims are employees with 5 years of service or less. 28% of all claims of injury in 2009 were from employees with 5 years of service or less.



Further evaluation of the demographics of DPW employees shows the following:

- The average age of all DPW employees with 1 year of service or less is 40 Years Old
- The average age of all DPW employees with 5 years of service or less is 41 Years Old
- The average age of Regular and Seasonal City Laborers is 45 years old with an average of 3 years of service
- The average age of Operations Driver Worker is 47 years old with an average of 12 years of service

The above data demonstrates that the majority of employees that are getting injured in DPW are getting hurt during the earlier stages of their career and during the age groups of 40-49 and 50-59. Many DPW employees are also being hired after 40 years of age.

The DPW will work with DER in 2010 to update the Physical Ability Test that is used during the hiring / recruitment process. The current test is over ten years old and may not be appropriate given the current work demands / responsibilities of many DPW jobs. The Safety Section has already accompanied the Certification and Salary Systems Administrator to work sites to help evaluate the type of work that City Laborers perform. DPW will work with DER to ensure that the recruitment process adequately captures and tests for the physical demands of a City Laborer job.

## **TRANSITIONAL DUTY**

Beginning in 2009, DPW established a department wide Transitional Duty Program. Prior to that, only the Operations division was utilizing a transitional duty program.

The Transitional Duty Program was established to assist injured employees' transition from injured status to full duty status. Employee participation in the Transitional Duty Program is limited to a maximum 20 working days per calendar year, in most cases. Upon documented medical need and provided unfilled transitional duty assignments are available; the employee may be eligible to extend the Transitional Duty up to an additional 20 days. Any extension beyond the initial 20 days shall be at the Department's discretion. Employee's participation in the Transitional Duty Program may be permitted for multiple injuries in a calendar year. Placement of an employee in the Transitional Duty Program shall be determined by the nature of the employee's physical limitations and the availability of a transitional duty assignment in the Department of Public Works.

Employee participation in the Transitional Duty Program shall not be determined by department seniority. The Department of Public Works' Return to Work Coordinator shall oversee the Transitional Duty Program. When involved in the program, employees are expected to report as directed and perform assigned task(s) within their restrictions. Failure to do so may result in disciplinary action. Employees are also expected to fully cooperate in assisting management and healthcare providers share the information that is required to provide proper assignments in the program.

A comparison of employees that have participated in the Transitional Duty program from 2009 to 2010 follows:

Transitional Duty  
Length of Participation

2009

Total Employees in Program.....129  
Employees granted extensions.....20  
Average days in Program.....16

2010  
January 1<sup>st</sup> thru August 9th

Total Employees in Program.....95  
Employees granted extensions.....34  
Average days in Program.....22

In 2010 DPW has granted more extensions to the Transitional Duty Program. DPW feels that it is better for the department to have our employees at work performing meaningful duties. As a direct result, DPW has seen an increase in the number of days and employees participating in the Transitional Duty Program, 2010 Transitional Duty numbers through August 19, 2010 are quickly approaching 2009 year end numbers.

**2009 DAYS OF TRANSITIONAL DUTY BY DEPARTMENT**

Sanitation: Employees.....65	Days on TD....1113
Buildings: Employees.....5 & Fleet	Days on TD.....43
Forestry: Employees.....24	Days on TD.....247
Water: Employees.....7	Days on TD.....146
Infra: Employees.....27	Days on TD.....510
Parking Employees.....1	Days on TD.....20
Totals 129	2079

## 2010 DAYS OF TRANSITIONAL DUTY BY DEPARTMENT (Through 8/19/10)

San. / B&F:	Employees...46	Days on TD...1121
Forestry:	Employees....21	Days on TD...370
Water:	Employees.....6	Days on TD.....137
Infra:	Employees...22	Days on TD....528
Parking:	Employees.....	Days on TD.....
	Totals 95	2156

DPW has demonstrated that employees can perform productive work activities while participating in the Transitional Duty Program. The following job titles that have participated in the Transitional Duty Program: Operation Driver Worker, Sanitation Inspector, Electrical Services Laborer, Electrical Mechanic, Iron Worker, Painter, Electrical Worker, Repair Worker, Urban Forestry Specialist, Water Meter Tech, Steamfitter/ HVAC Specialist, Water Plant Operator, Cement Finisher Helper, Water Distribution Laborer, Water Plant Laborer Machine Repair Person, Seasonal City Labor, and City Labor.

DPW has established many different jobs that DPW employees can perform while on Transitional Duty. Some of the duties and locations are as follows:

### Lincoln and Industrial Rd. Self Help Centers

1. Watch dumpsters to prevent contamination
2. Check Drivers Licenses to verify residency

### Industrial Rd. Sanitation Yard

1. Obtain and record Cart numbers
2. Supervise Summer Interns
3. Check flood damage material on routes

### Ruby and Lincoln Garages

1. Answer phones
2. Record truck numbers
3. Accept deliveries
4. Clean garage

### Parking Headquarters

1. Answer phones
2. Enter info on computer

#### Forestry Districts

1. Pick up litter on Boulevards
2. Weed Flower Beds
3. Mulch Flower Beds
4. Clean Garages
5. Paint Tree Stakes
6. Check Planting locations

#### Tower

1. Stock Room
2. Graffiti removal

#### Central Garage

1. Shred Documents
2. Vehicle maintenance

#### South Shop

1. Refurbish Litter Cans

#### Canal Street (Infrastructure)

1. Stock Room
2. Assemble Transformers

#### Keep Greater Milwaukee Beautiful

1. Grind Shoes
2. Light assembly (Rain Barrels, Trash Pickers)
3. Catalog Assembly

#### Water Meter Shop

1. Meter Repair
2. Deliver material
3. Shop cleaning

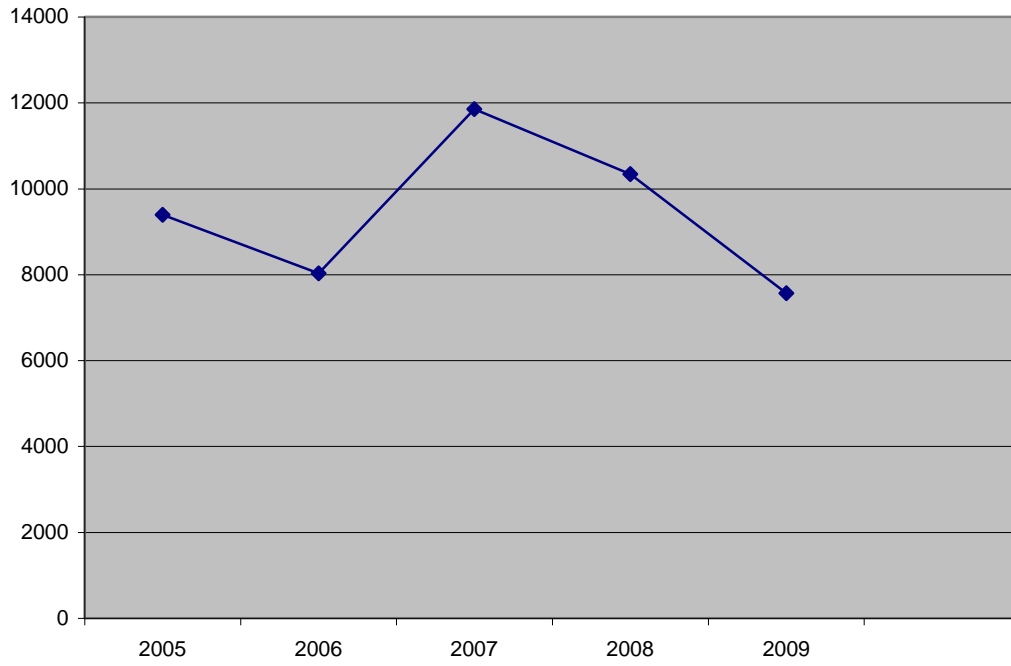
DPW believes that the Transitional Duty program has had a positive effect on the reduction of Injury Pay and Lost Workdays. The program allows employees that would normally not be accommodated by their department to be placed in other areas of DPW. The type of work that injured employees perform varies depending on the work restrictions of the individual. DPW makes an effort to find injured employees meaningful work while they are transitioning back to full duty.

DPW believes that having employees return to work sooner by participating in the Transitional Duty Program has lead to dramatic decreases in Injury Pay expenses and Lost Work Days.. Overall the Lost Work Days, Injury Pay and Recordable Cases are at their lowest levels in years. DPW believes the Transitional Duty program has a positive effect on these numbers because employees are not using injury pay and logging lost work days while participating in the program.

The following data shows how the Transitional Duty Program has helped reduce the Bench Mark Numbers that Department of Employee Relations uses to determine the success of the program:

### DPW Lost Workdays Data from 2005- 2009

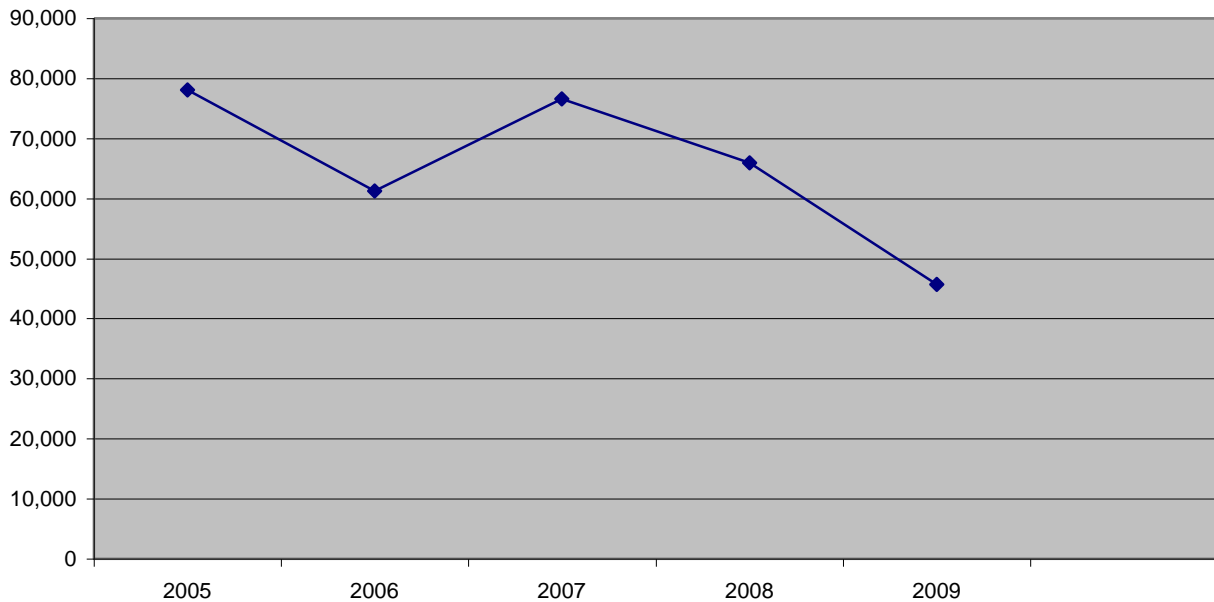
<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
9,393	8,032	11,852	10,341	7,567



The reduction in Lost Work Days represents a change of -26.8%.

### DPW Injury Hours from 2005- 2009

<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
78,056	61,191	76,407	66,358	47,007

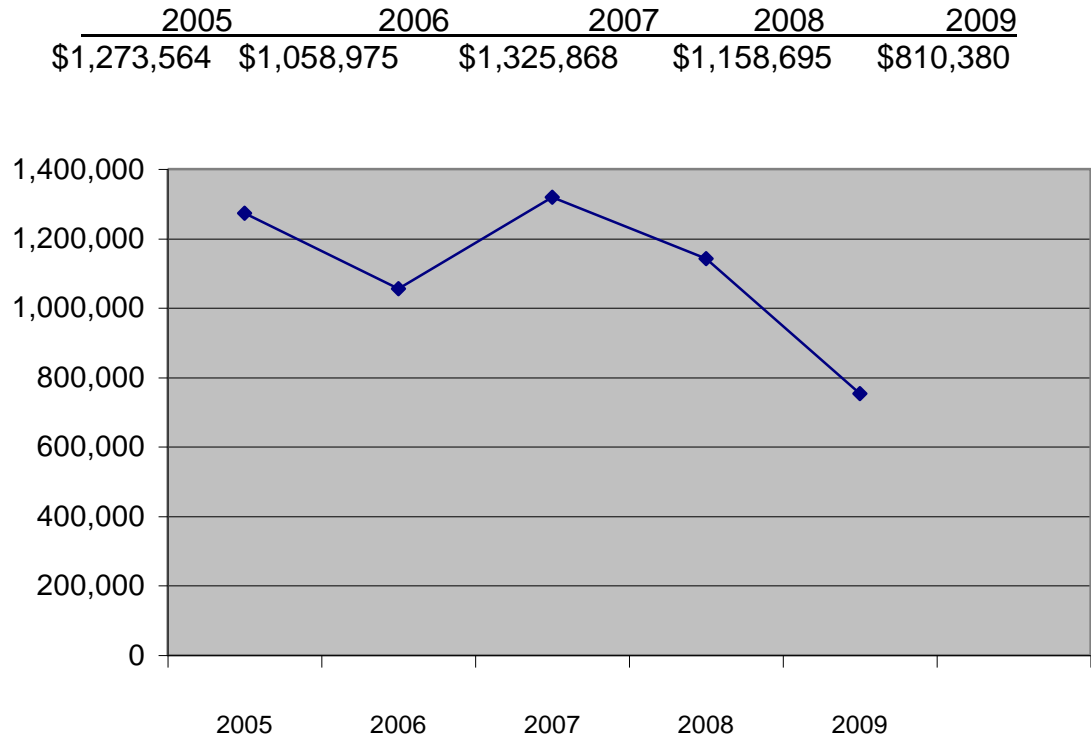


\*Continual adjustments are made to the injury pay/hours in the FMIS system so 2009 numbers may change slightly.

The reduction in Injury Hours represents a change of -29.2%.



### DPW Injury Pay from 2005 – 2009



\*Continual adjustments are made to the injury pay/hours in the FMIS system so 2009 numbers may change slightly.

The reduction in Injury Pay represents a change of -30.1%

## **INJURY REVIEW**

During 2009, DPW interviewed 39 employees who meet the criteria for an Injury Review Committee Meeting. Those meetings involved union officials, management, and a safety specialist.

In 2010 DPW decided to change how Injury Review Committee meetings will be conducted. It was decided that the Return to Work Coordinator will interview all employees that have an injury that results in lost work day. Since every employee with a Lost Time injury will be talking to the Return to Work Coordinator about a TD assignment, there is no need for limiting the number of employees who are interviewed. An Injury Review meeting will be conducted on all employees entering the Transitional Duty Program. This Injury Review meeting will be conducted in an informal fashion during the placement process and will include the following questions:

1. Nature of Injury
2. What caused the Injury
3. Lack of Training
4. Lack of Proper PPE
5. Lack of Proper Equipment
6. Other

DPW believes that including all employees in the review process will result in further reductions in the number of injuries. Through this process DPW hopes to gain current and useful information to prevent future accidents.

In addition to the Injury Review meetings all DPW supervisors went through accident investigation training. All DPW supervisors are required to fill out an accident investigation form when an employee is injured. The form calls for the supervisor to take corrective actions to prevent future accidents. DPW continues to reinforce the importance of supervisors completing all documentation.

## **CONCLUSION**

DPW is a department that has many employees who perform heavy manual labor. Heavy manual labor, by its nature, will result in work related injuries. However, DPW is committed to use all available resources to attempt to reduce the injury rate within the department, and when employees do get injured, to return them to work as soon as possible. We will continue to educate and train all employees. Managers will have an increased “presence” in the field to monitor safe work practices. We will continue to monitor technology and industry “best practices” to determine whether or not our particular approach to specific work tasks is proper. We will also continue to promote wellness as a means to reduce the likelihood that heavy manual labor results in a workplace injury.

The department’s Progress Report on 2009 Goals and Objectives can be found on pages 27 and 28, and 2010 Safety Goals and Objectives can be found on pages 29 and 31 of this report.

<b>Risk Management Model: 2009 Safety Plan Final Goal Reporting</b> <b>DEPARTMENT OF PUBLIC WORKS</b>				
2009 Safety Goals and Action Step(s)	Completion Date Target	Completion Date Actual (Include reason if not completed)	Safety Goal Outcome(s)	Impact – Describe how achievement of goal has impacted the overall safety culture and indicators in your department.
1. Reduce the number of accidents Claims by 5%.	December 2009	December 2009	Total number of claims decreased from 1075 in 2008 to 887 in 2009 for a reduction of 17.5% in total claims. Total number of recordable cases decreased from 474 in 2008 to 374 in 2009 for a reduction of 21% in recordable cases.	Less employees where hurt on the job in 2009 which lead to 7,567 lost work days. This resulted in a 28.5% reduction in injuries and the lowest amount of lost days in the last 5 years.
2. Create or refine current mechanisms to allow employees to identify and address safety concerns.	December 2009	On Going	All departments have representation on safety committees where employees can bring safety concerns. A memo was developed for employees to inform DPW management about any safety concern anonymous by form or phone call.	New equipment (Better fall arrest lanyard & hard hats for climbing) is being evaluated. New safety procedures (Confined Space & Sever Weather) are being discussed. More employee participation is taking place within the committees.
3. Develop comprehensive prevention plans that include hazard type, change required, responsible party, completion deadline, and follow-up.	December 2009	December 2009	Using the DER data DPW identified that in 2008 two of the biggest injuries categories were slips, trips & falls on ice and lifting. DPW provided ice grippers for the Operations Department. Also, a physical therapist was hired to provide training on how to properly push carts and lift material.	In 2009 DPW had 98 lifting injuries versus 152 injures in 2008. There was also a reduction in slips, trips & falls on snow ice from 153 in 2008 to 21

4. Expedite return to work options for injured workers.	Jan 2009	April 2009	129 injured employees participated in Transitional Duty Program in 2009 for a total of 16,632 hours.	Reduced injury hours by 30.6% from 65,902 in 2008 to 45,724 in 2009. Reduced injury pay by 34% from \$1.1M to \$753,610
5. Increase awareness of managers and supervisors relative to safety concerns of employees.	Jan 2009	On Going	Safety Specialist conducted inspections in DWP facilities and reported findings to the building managers.  DPW Supervisor participated in Accident Investigation training.	Safety section is currently conducting a second walk through of the facilities.
6. Reduce the number of accident reports that are filed late.	Jan 2009	August 2009 / Ongoing	Safety section streamlined how all EB-49s are being reported and conducted training with all DPW departments.	Injury reports are flowing more efficiently and being reported in a timelier manner. DPW is going to examine the number of late reports and determine where improvement can be made. Specificity if the department supervisors or safety staff is impeding the reporting process.
7. Examine ways that DPW Employee are being injured and gather information from the injured employees.	Jan 2009	On Going	DPW meet with 39 employees during Employee Review Committees during 2009 Employees that have two or more injuries with lost time were interviewed.	2010 a new approach will be developed for the Injury Review Process. All employees that will be placed in a transitional duty job will be interviewed. DPW believes that more information will be shared through this process than meeting with the injured individual, management and the union officials. This will also allow for employees to be interviewed closer to the date of injury.

**Final Report Narrative: Please comment on both areas of success and those with lack of progress along with potential next steps.**

Less DPW employees were hurt on the job in 2009 which led to 7,567 lost work days. This resulted in a 28.5% reduction in injuries and the lowest amount of lost days in the last 5 years. DPW is striving to make the Injury Review process better by interviewing more employees. It is DPW's belief that employees will be more forthright in the process and as a result will receive useful information from injured employees.

**Risk Management Model: 2010 Safety Plan Goal Planning Matrix  
DEPARTMENT OF PUBLIC WORKS**

<b>2010 Safety Goals and Action Step(s)</b>	<b>Goal Outcome(s)</b>	<b>Completion Date</b>	<b>Responsible Person(s) for Goal Tracking and Completion</b>	<b>Impact or relevance to safety and/or workplace injuries</b>
<p>1. Continue to reduce the number of claims by an additional 10%.</p> <p>For 2010 / 2011 DPW is going to focus on Infrastructure Repair workers / Crew Leaders injury claims.</p>	<p>Monitor incidence rate by employee group or work location and identify strategies to effectively reduce accidents/illnesses</p> <p>Evaluated Hot Patch Device &amp; determine its effectiveness in reducing injuries for the Infrastructure employees.</p> <p>Explore outside training for Infrastructure Repair workers / Crew Leaders injury in 2010 /2011.</p>	<p>01/01/10 12/31/11</p>	<p>DPW Safety</p>	<p>To reduce the number of injuries in DPW.</p> <p>To examine ways to reduce the injuries in Infrastructure Repair Worker / Crew Leader titles.</p>
<p>2. Expand and grow the Transitional Duty Program by 10%</p>	<p>To allow more employees to participate in the Transitional Duty Program. Also to expand the type and number of Transitional Duty Jobs that is currently available.</p> <p>DPW will expand the 20 days cap per individual case to allow more participation in Transitional Duty Program.</p> <p>DPW will also look to add more jobs available to employees in the Transitional Duty Program.</p>	<p>01/01/10 12/31/10</p>	<p>DPW Management to identify new Transitional Duty Jobs.</p> <p>DPW Safety to implement the Transitional Duty program and ensure that all qualified employees are fully participating in the program</p>	<p>To reduce the amount of lost days and injury pay.</p>

<p>3. Examine new Innovations and safety training for high injury classifications.</p> <p>Using the DER supplied data to examine the most costly injuries &amp; determine new equipment or training should be provided.</p>	<p>Look at new equipment and revise training to address the following types of injuries: Entering or Exiting a Vehicle; Injuries involving a cart; Slip, Trips &amp; Falls; Slip, Trips &amp; Falls on Snow &amp; Ice, Injuries involving shoveling or digging.</p>	<p>01/01/10 12/31/11.</p>	<p>DPW Management to identify new products and training.</p> <p>DPW Safety to research the training and products.</p> <p>Field test the products and training to determine if it is feasible for DPW to use or purchase.</p>	<p>By examining new produce and training DPW may learn about new ways to prevent some of the more costly injuries.</p>
<p>4. Re-work the injury review committee. Examine ways that DPW Employees are being injured and gather information from the injured employees.</p>	<p>A workable committee format that encourages frank dialogue among employees managers about injuries and prevention strategies.</p>	<p>01/01/10 12/31/10</p>	<p>DPW Management and DPW Safety will conduct a briefing to try and obtain meaningful information about work place injuries.</p>	<p>A new approach will be developed for the Injury Review Process. All employees that will be placed in a transitional duty job will be interviewed. DPW believes that more information will be shared through this process than meeting with the injured individual, management and the union officials. This will also allow for employees to be interviewed closer to the date of injury.</p>
<p>5. Work with DER and the Certification and Salary Systems Administrator to examine the City Labor Physical Ability Test.</p>	<p>Revise current test and monitor injuries with employees who are hired under the revised standards</p>	<p>01/01/10 12/31/11</p>	<p>DPW safety will assist the Certification and Salary Systems Administrator in interviewing DPW management about the physical attributes that are required for the City Laborer position.</p> <p>DPW Safety /</p>	<p>By interviewing DPW management and re-evaluating the Physical and Environment Worksheets, DPW and DER should be able to update the Physical Ability test. By participating in the Physical Ability test, potential employees will have a realistic job preview of the City Labor job. It will also allow DPW to hire employees that are able to handle the physical portion of the job</p>

			Management will update the Physical and Environmental Demand Worksheet for the City Labor Position.	
6. Review the amount of time it takes for employees to submit injury claims to department supervisors and DER/WC Staff.	<p>Notify DPW Supervisor/Safety Staff within 1 day of injury occurring.</p> <p>Notify DER/WC Division of all claims within 5 business days.</p>	On going	DPW Safety	DPW is going to examine the number of late reports and determine where improvement can be made. Specificity if the department supervisors or safety staff is impeding the reporting process.
7. Evaluate retraining Parking Checker on safe driving practices.	Reduce the number of lost days accidents resulting from motor vehicle accidents.	2010 / 2011	DPW Safety / Parking Enforcement	Reduce the number of lost days accidents resulting from motor vehicle accidents.