divisions: administration ▪ construction ▪ cultural affairs ▪ design ▪ enterprises ▪ maintenance & horticulture ▪ recreation ▪ river market

LITTLE ROCK
Parks & Recreation

LITTLE ROCK PARKS & RECREATION

SAFETY

MANAGEMENT SYSTEM

(SMS)

MANUAL

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SAFETY MANAGEMENT SYSTEMS MANUAL	RECORD OF REVISIONS	PAGE I

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1.0 – INTRODUCTION

1.1 – Background

Little Rock Parks and Recreation (LRPR) Safety Management System (SMS) manual has been developed in accordance with the author's knowledge and experience as an Adjunct Professor in Safety Management Programs for Embry-Riddle Aeronautical University (ERAU) College of Aeronautics Department, and course instruction material as contained in Wood (2003) – Aviation Safety Programs: A Management Handbook; Bahr (1997) – System Safety Engineering and Risk Assessment: A Practical Approach; Reason (1997) – Managing the Risks of Organizational Accidents. Further guidance includes information contained in the International Civil Aviation Organization (ICAO) Document 9859 – Safety Management Manual (SMM); the Federal Aviation Administration (FAA) Safety Management System Framework Guide; Southeastern Aviation Sciences Institute Safety Management System manual; International Organization for Standardization (ISO) 9001-2015; Little Rock Parks and Recreation Risk Management Manual (2016) based on federal, state, NRPA guidelines and CAPRA standards in conjunction with the City of Little Rock Risk Management Office; 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 – SMS and Supporting Programs

This SMS has been developed to direct all personnel in the safe operations of the Little Rock Parks and Recreation (LRPR) Department, and is orchestrated with the guidance of the aforementioned entities, publications, manuals and safety programs across multiple nations, industries, educational institutes and serves as the policies, standards, and recommended best practices that govern the safe operations of this organization.

Safety Management System (SMS) is a proactive, integrated approach to safety management and is part of an overall management process that LRPR has adopted in order to ensure that the safety goals of this organization can be effectively accomplished. SMS embraces the principle that the identification and management of risk increases the likelihood of accomplishing organizational goals through the systematic identification of hazards and risk mitigation or elimination through a program that facilitates continuous improvement via a revolving, closed loop system of safety checks and balances. This SMS manual sets forth instructions and guidance to all LRPR personnel regarding their responsibilities, authorities, and performance of duties as they pertain to LRPR's Safety Management System function.

1.3 – SMS Manual

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 management. Safety management holds the key to accomplishing LRPR's safety objectives and affects every department and all areas within the sphere of LRPR's operations. The primary purpose of this manual is to develop a system at LRPR that fosters safety awareness in the total operating environment; promote vigilance in recognizing threats to normal and safe operations; provide the practical tools to effectively assess and report hazards; encourage open lines of communication laterally in the interest of safety; serve as an effective and convenient source document in the management of organizational safety hazards organization-wide. This manual identifies the organization's safety management plan as the tool used to define how the SMS applies its principles and practical applications to support these safety initiatives organization wide. LRPR management is committed to the SMS; and has established leadership for the program and will continue to demonstrate, through everyday

actions, the commitment to safety and its priority in the achievement of organizational functions. Paramount is the active involvement of the Parks Director, Division Heads, Line Supervisors and all respective subordinates who will help to drive efforts for continuous improvement in safety and safety performance – the key focus being hazard identification where-ever hazards exist, and addressing these issues with the appropriate and measured elimination or mitigation response.

1.4 – The Scope of Little Rock Parks and Recreation Safety Risk Management

Little Rock Parks and Recreation has developed an integrated Safety Management System for its entire organization. The SMS provides the highest reasonable level of safety by proactively identifying hazards and minimizing associated risks, which could contribute to the accidents and incidents that may lead to injury or death to person(s), and/or damage or destruction of property. The scope of operations covered under LRPR's SMS are as follows:

1. 7 divisions
2. 6 special facilities
3. All Parks and Recreation associated offices located at City Hall
4. 63 developed parks and all related grounds and facilities
5. 3 golf courses
6. 1 tennis complex
7. 3 golf course club-houses
8. 1 tennis club-house
9. 3 golf course maintenance shops
10. 6 general maintenance shops
11. 13 Recreational facilities
    - 8 community centers

- 1 fitness center

- 2 ball complexes

- 1 Museum

- 1 therapeutic center

1.5 – Overview of the SMS Framework

As described in ICAO Safety Management Manual (Document 9859), contemporary SMS processes are organized into four basic pillars and 12 elements of safety management (1) Safety Policy, (2) Safety Risk Management, (3) Safety Assurance and (4) Safety Promotion.

The four components and associated elements of an SMS are as follows:

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 Little Rock Parks and Recreation safety performance. In addition, all are 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 respected areas of responsibility (AOR) function as designed, but also have primary responsibility in the safety assurance processes of safety risk management. It is in these functional areas where hazards are most directly encountered, where deficiencies in processes contribute to risk, and where direct supervisory control and resource allocation can mitigate risk to acceptable levels.

The Director of Little Rock Parks and Recreation, as the leader (functional) of the organization, is committed to making safety excellence a part of all activities comprising LRPR's functional divisions as described in the safety policy statement below:

2.1.1 – Safety Policy Statement

divisions: administration • construction • cultural affairs • design • enterprises • maintenance & horticulture • recreation • river market

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

John S. Kaut

Director Little Rock Parks & Recreation

500 w. markham • rm 108 • little rock • arkansas • 72201 • p: 501.371.4770 • f: 501.371.6832

2.2 – *Safety Accountabilities*

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

Director

1. Ultimately responsible for the Little Rock Parks & Recreation safety program
2. Responsible for making sufficient manpower and other resources available to foster an effective safety management system
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
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
9. Grant authority to Committee Chair to lead in all Committee safety matters
10. Appoint, remove, or add employees to the Committee at the request of the Chair

Safety and Training Coordinator (Safety [Program] Manager)

1. Responsible for realizing the SMS
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

5. Responsible for leading risk management measures
6. Responsible for maintaining all SMS documentation
7. Serves as Chairman (Secretary as necessary) in monthly SMS meetings
8. Responsible for the agenda and minutes of the SMS meeting
9. Responsible for bringing notable risks to the attention of the Director
10. Responsible for safety advice and recommendations to the Director regarding safety issues
11. Responsible for promoting a culture of safety within the organization
12. Responsible for communicating safety matters to the organization

Division Heads (Safety Committee Members)

1. Chairman – Safety and Training Coordinator
2. Secretary – Special Projects Coordinator (in lieu of Deputy Director Parks Administration)
3. Member – Deputy Director Operations
4. Member – Deputy Director Parks Administration
5. Member – Recreation Programs Manager
6. Member – Parks Maintenance Manager
7. Member – Parks Enterprises Manager
8. Member – Parks Maintenance and Construction Manager
9. Member – Marathon Security and Operations Assistant
10. Member – Volunteer Park Ranger 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 shall be comprised of one Division Head representing each operational division under LRPR (reference page 13), and will be Chaired by the Safety and Training Coordinator or as deemed appropriate by the Director of Parks and Recreation. The committee will be accountable and report all actions to the Director of Little Rock Parks and Recreation.

Safety Committee Responsibilities

All Safety Committee members will be trained to function within the Safety Management System by the program's manager – the Safety and Training Coordinator. The Safety Committee shall meet on a bi-weekly basis or as required, and the Chairperson will establish procedures and agendas each meeting, distribute meeting minutes as necessary as well as action items. All members are asked to bring safety concerns to the attention of the Committee and provide feedback to department employees on the results of the meeting. All members will encourage the prompt and accurate reporting of incidents and safety issues that have surfaced since the last meeting; discuss and recommend solutions to safety issues and/or hazards in the workplace; all recommendations will be documented and communicated to all relevant personnel.

Any matter deemed urgent by the Safety and Training Coordinator or a Safety Committee member shall be brought to the attention of the Director of Little Rock Parks and Recreation immediately. The Committee is, in the interest of safety management, empowered by the Director to protect LRPR employees as well organizational assets. Members of the Safety

Committee are responsible for performing risk assessments, accident and incident investigations, determining the root cause of all safety concerns and non-conformances that relate to their area of expertise. Further responsibilities of Safety Committee members are as follows:

1. Assist in the implementation of the safety program; make recommendations for safety policies, and 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 monthly meetings or as deemed necessary by the Chairman of the Committee, the Parks and Recreation Director, or other Committee members for the purpose of providing opportunities for employees to voice safety concerns and participate in the risk management process
4. Participate in updating the SMS manual 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
7. Be the example for setting the standard for work habits and performance of duties
8. Report unsafe work practices for discussion at meetings
9. Encourage all employees to practice good safety habits and to report all safety hazards
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 compulsory for Safety Committee members to attend meetings. 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 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 Manger 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 created to address safety issues; status of work orders
7. Adjourn and plan to follow up with outstanding safety issues next meeting

Line Supervisors

1. Responsible for the safety of operations in respective areas of responsibility including:
    a. Employee training and promoting safe operations to subordinates
    b. Provide proper work equipment and safety related apparatus such as personal protective equipment (PPE)
    c. Responsible for effective supervision

d. Safety briefings as a regular occurrence (at least monthly) and/or prior to specific performance of hazardous duties as appropriate
e. Promote a safety culture within their areas of operation
f. Adapt the non-retribution policy in hazard reporting (except in cases of proven willful misconduct, negligence or sabotage)
g. Conduct thorough initial accident/incident investigations to determine the chain of events that may identify causal factors as opposed to seeking to place blame
h. Conduct initial accident/incident investigations (see Appendix I through IV – pages 77-81 to view standard forms)
i. Communicate with respective Division Heads and Safety and Training 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 particular safety concerns in an ad hoc manner. Where-as the Safety Committee addresses safety risk management on a *strategic* level – such as high-level issues related to policies, resource allocation and organization 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 and Training Coordinator
2. Member – Deputy Director Operations
3. Member – Recreation Programs Manager
4. Member – Parks Maintenance Manager

5. Member – Parks Enterprises Manager
6. Member – Parks Maintenance and Construction Manager
7. Member – Parks Planners I&II

In addition to the above members, line supervisors are also an integral part of the team effort. Various members of the different Parks and Recreation maintenance leadership staff may be employed as necessary to meet specific safety challenges and objectives.

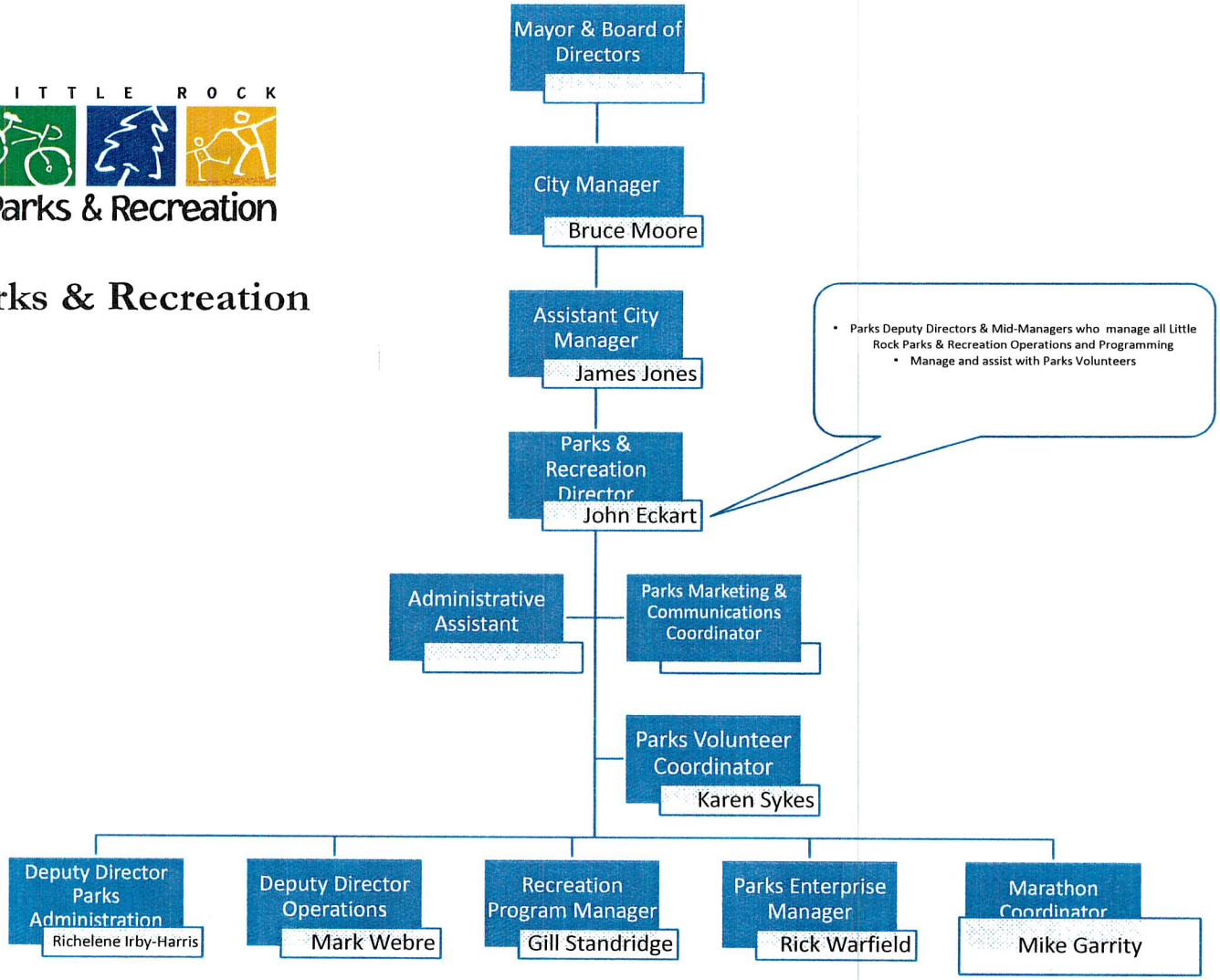
Safety Action Group Duties

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 Personnel*

LITTLE ROCK
Parks & Recreation

Parks & Recreation

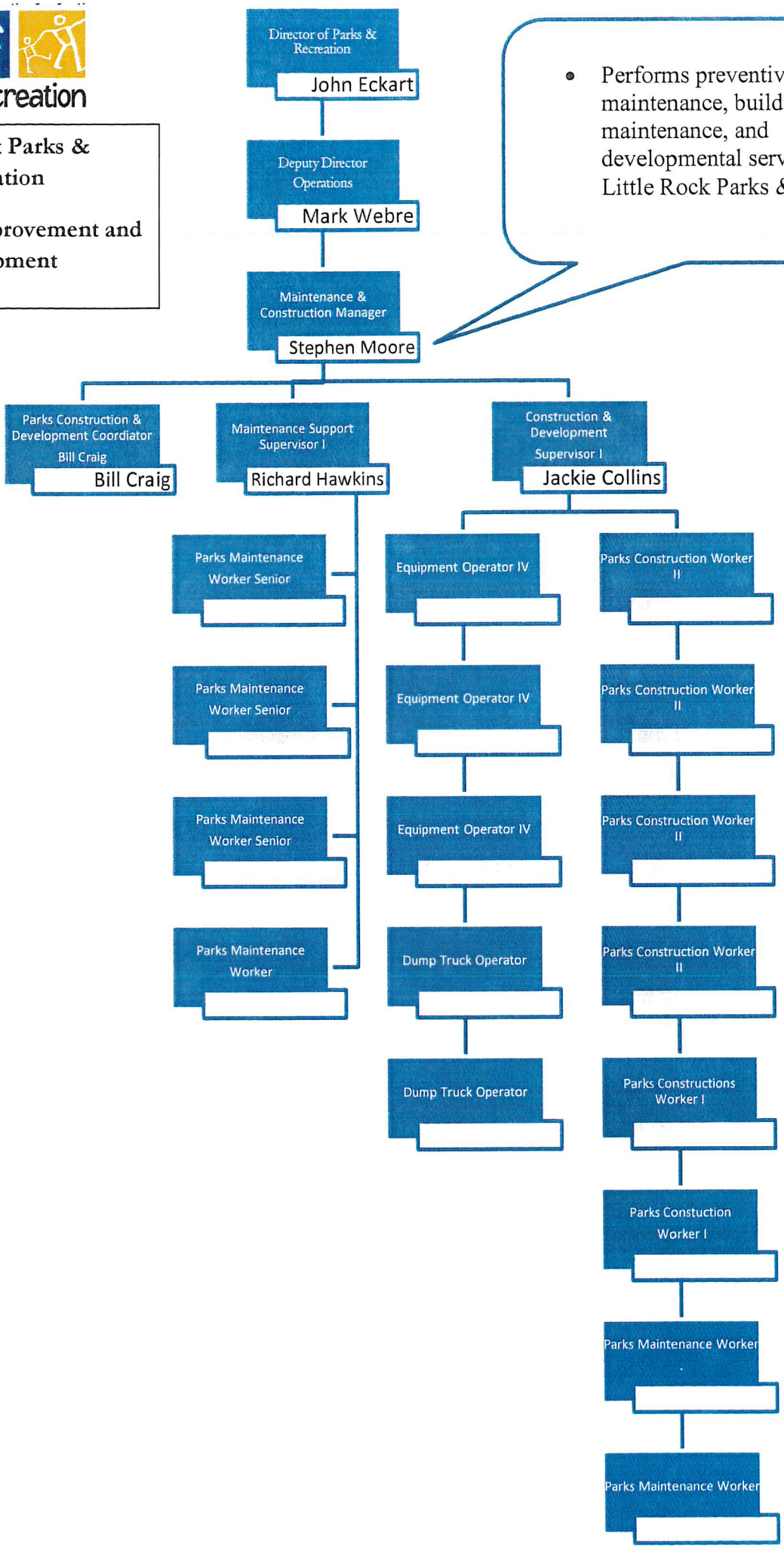


Parks & Recreation

Little Rock Parks & Recreation

Operations, Improvement and Development

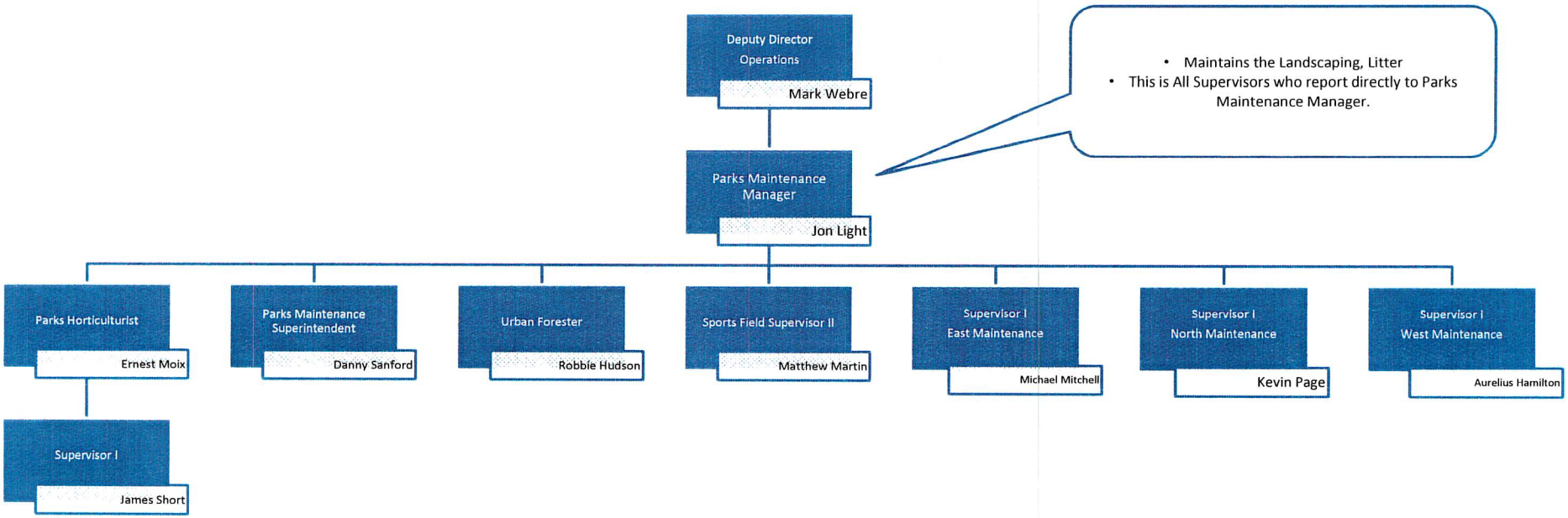
- Performs preventive maintenance, building maintenance, and developmental services for Little Rock Parks & Recreation.



LITTLE ROCK

Parks & Recreation

Little Rock Parks & Recreation
Maintenance, Landscape, and Urban



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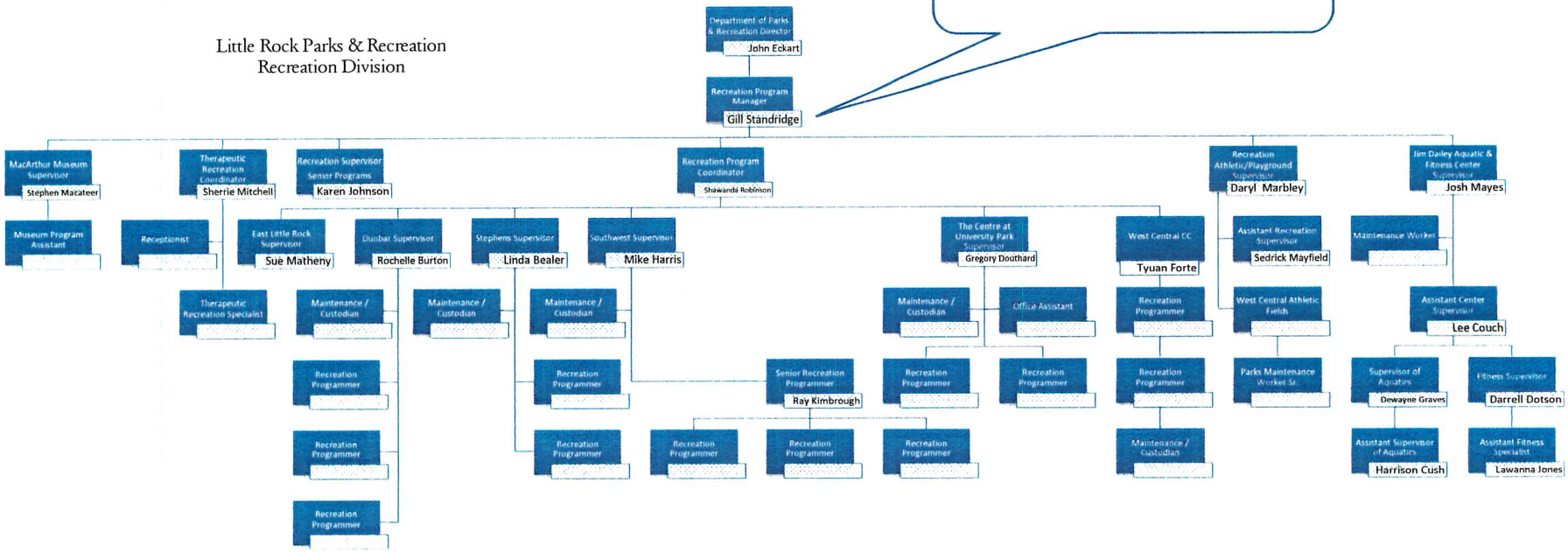
Parks & Recreation

Little Rock Parks & Recreation
Recreation Division

- Maintains and Operates Programming at Little Rock Parks & Recreation Community Centers and Sports Complexes

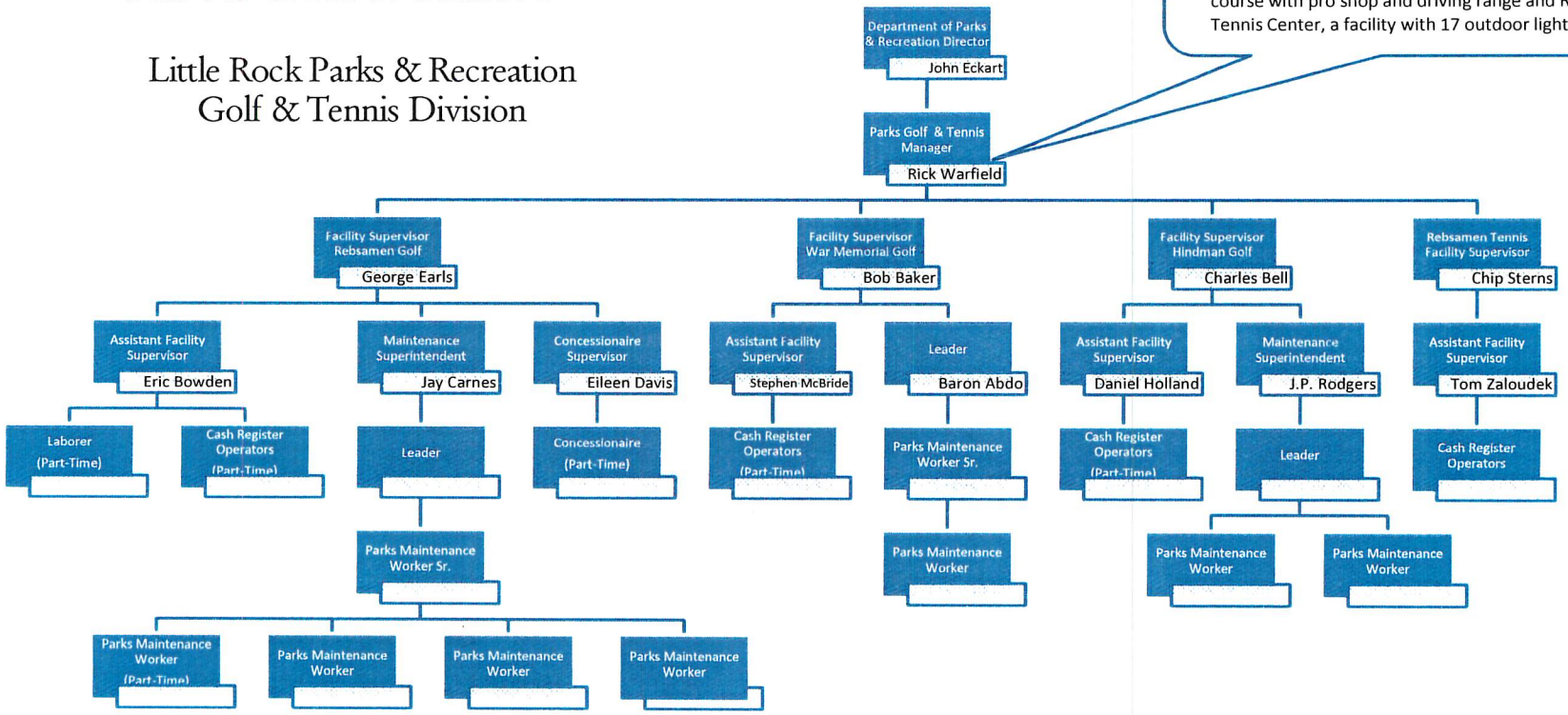


LITTLE ROCK

Parks & Recreation

Little Rock Parks & Recreation
Golf & Tennis Division

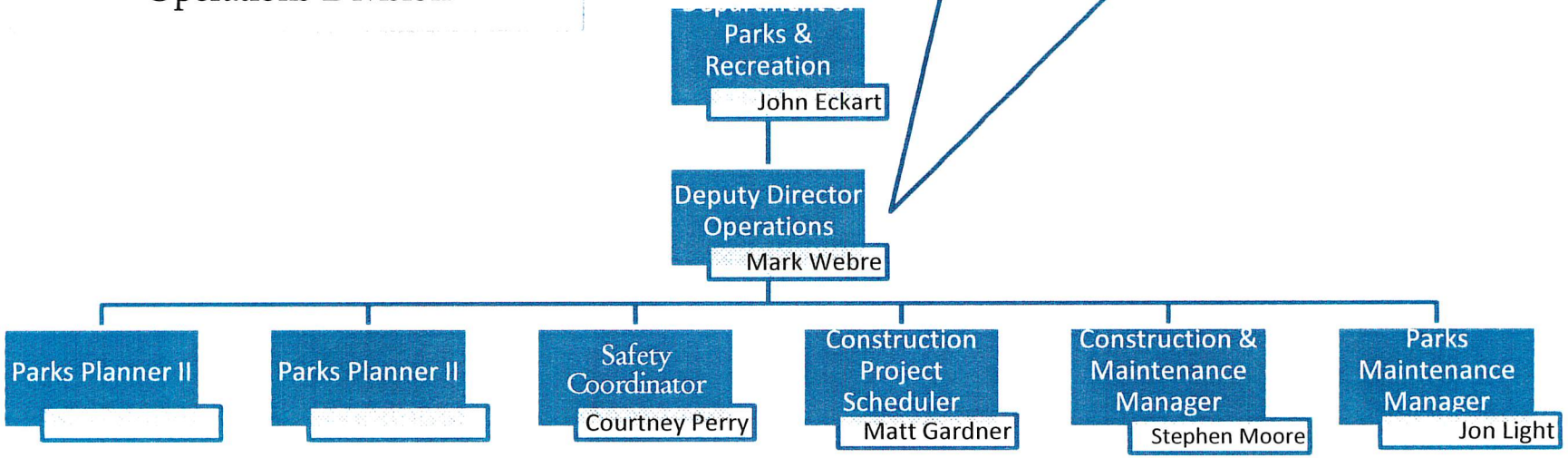
- Operates and maintains Rebsamen Golf Course, a 27 hole golf facility with pro shop, full-service concession and driving range, War Memorial Golf Course, an 18 hole course with pro shop, Hindman Golf Course, an 18 hole course with pro shop and driving range and Rebsamen Tennis Center, a facility with 17 outdoor lighted courts



LITTLE ROCK
Parks & Recreation

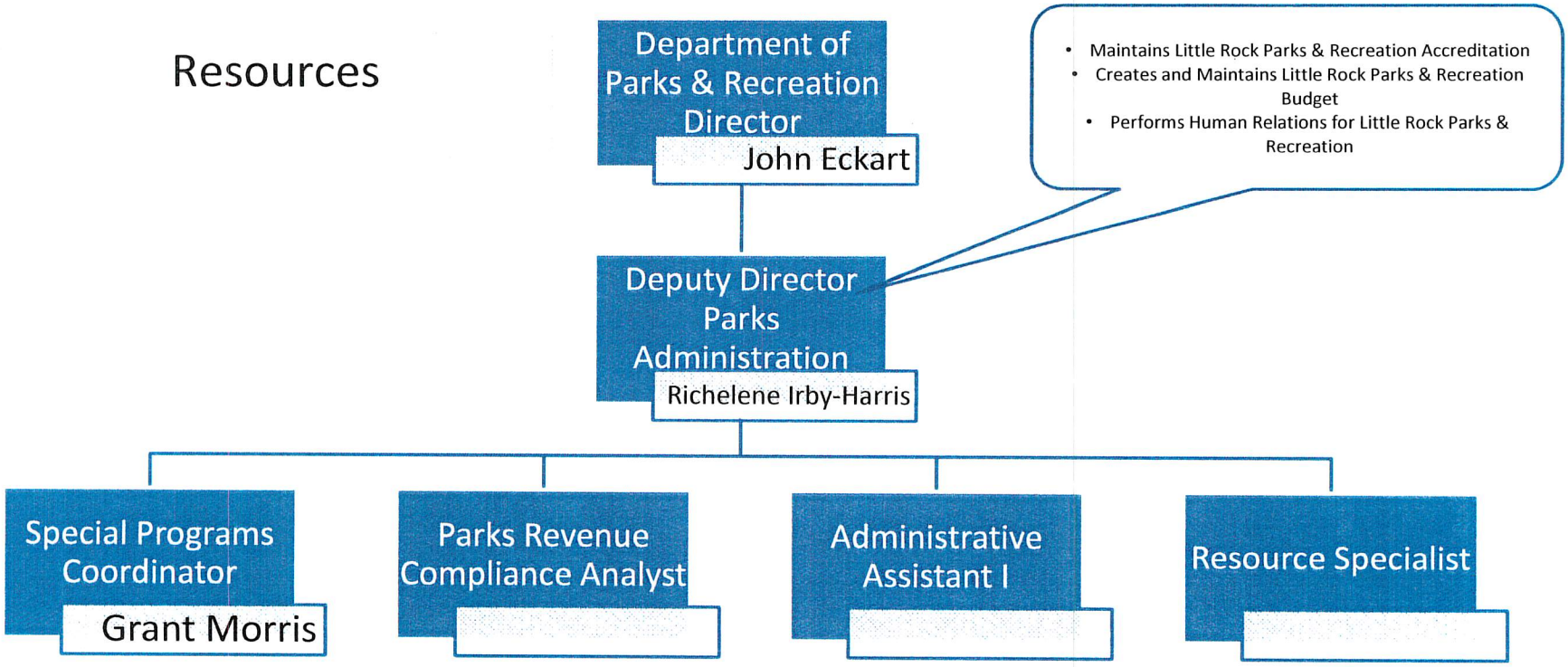
Little Rock Parks & Recreation Operations Division

- Provide administrative, advisory, organizational, coordinating, reporting, design, planning, development, maintenance, management of consultants and assessment tasks for Little Rock Parks and Recreation Parks System.



LITTLE ROCK
Parks & Recreation

Resources



2.3.1 – 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 supports the principle of never taking unnecessary and/or uninformed risks.

Behavior that displays intentional non-compliance with standards is a function for consequences. LRPR management is committed to identifying deviations from standards and taking immediate corrective action. Corrective action can include counseling, training, discipline, or removal from position as determined by the Parks and Recreation Director. However, corrective action must be levied fairly 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 a faulty process with latent hazards which cannot be remedied solely by levying punishment. In such a case, the causal factors remain undetermined and can be reasonably expected to manifest again with someone else given similar conditions. 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 safety; unhindered by the threat of unfair treatment or undue punishment.

Little Rock Parks and Recreation management 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 rewarded.

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 operations. 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 respond to accidents and incidents at all times and is responsible for LRPR's emergency response and planning.

The (division specific) 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 City of Little Rock Emergency Operations Master Plan, and employed in the Parks and Recreation ERP. The Safety and Training Coordinator is responsible for assuring that all personnel are trained to handle these types of emergencies based on their role in the organization. Emergency drills are conducted at least bi-annually to ensure employees are competent not only to perform effectively pre-determined roles during emergency conditions, 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. Emergency contact numbers are kept current in the ERP which is distributed to all relevant facilities.

2.5 – *SMS Documentation*

All safety documents are controlled by the Safety and Training Coordinator and the LRPR Safety Committee. This includes the SMS documents, hazard and risk management (HIRM) reports, accident and incident report forms, and training records. The Safety and Training Coordinator is responsible for maintaining and reporting safety related data including Safety Committee meeting minutes, information on hazard and risk analysis, risk management documentation, incident and accident investigations, general safety checklists, and audit reports.

2.5.1 – Documentation and Records Management

As the manager of the Little Rock Parks and Recreation Safety Management System, the Safety and Training Coordinator is responsible for all LRPR's safety documentation and records management. The Safety and Training Coordinator shall record (where the Secretary is unavailable) and delegate all actions and deliberations of the Committee (minutes, resolutions, etc.) to ensure its decisions are implemented as needed. An action log will be maintained by the Safety and Training Coordinator for review at all Safety Committee meetings as appropriate; the log will document each hazard, incident, accident, injury report (reference Appendix V/page 81) and the like, as well as list the actions taken for each safety issue. Document and records management are maintained at and may be accessed by all stakeholders via the Safety Management System program located on the Safety Share Drive (\\littlerock\fileshare2\Parks).

The Safety and Training Coordinator will ensure decisions of the committee are within appropriate guidelines and will ensure follow through on committee action plans. Minutes will be maintained for all Safety Committee meetings within the SMS program on the Safety Share Drive, and records of each meeting shall be maintained for a period of 5 calendar years from the date the record was created. All safety management records will be maintained by five-year cycles to meet any CAPRA accreditation requirements; the Safety and Training Coordinator will publish an annual report of all items brought before the Committee and those with action taken.

3.0 – SAFETY RISK MANAGEMENT

3.1 - *Hazard Identification and Risk Assessment*

Safety Risk Management is the process of hazard identification and management of risk to acceptable levels. Risk management is grounded in two inseparable concepts (1) hazard identification and (2) risk assessment. Without first acquiring an accurate assessment of the hazards involved in the Little Rock Parks and Recreation operational system, eliminating or mitigating risks renders any subsequent attempts ineffective and inefficient at best in the use of limited resources. This systematic and cyclical process effectively identifies hazards, assesses the risks, and seeks to effectively control the risks.

The systematic, proactive identification and control of all major hazards is the fundamental process in the Safety Management System. The success of the organization in meeting or exceeding safety goals depends on the effectiveness of the management of hazards and risk. Hazards are primarily identified through hazard inspections, employee reporting, safety audits, and general reporting such as from the public regarding LRPR's safety of operations during the normal use of Parks and Recreation facilities.

3.1.1 – Preliminary Hazard List (PHL)

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 very different and only the correct understanding of both will yield the correct application of risk management principles and techniques.

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 as is. These groupings serve to assist managers in the decision making process of committing resources toward 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 risk and a hazard respectively, combines to form a Risk Assessment Matrix (RAM) (reference pages 37-40/Figures 2 through 5). Once an appropriate level of risk has been determined and all associated documentation completed, the RAM and associated images (accompanying the PHL) are forwarded to the maintenance element responsible for generating work orders. The appropriate maintenance division is therefore notified for action, and the Safety

and Training Coordinator in turn receives an update along with the work order number generated. The Safety and Training Coordinator inputs this information on the Hazard Analysis Worksheet of the RAM (Figure 6/page 41), and the status is continually tracked to completion and updated as "Closed" on the Hazard Analysis Worksheet and maintained indefinitely.

A Preliminary Hazard List (PHL) is generated through a meticulous inspection process of all Parks and Recreation properties to include parks, all corresponding equipment and components, general grounds and facilities, all recreational areas, centers, maintenance shops and associated offices to include Parks occupied offices at City Hall. The PHL thus serves as an initial record of all known hazards, and the basis for determining associated risks and the appropriate courses of action in managing those risks. Accompanying this list are the associated photographic images of each recorded hazard; these images are geo-referenced photography and are stored in the SMS program located on the Safety Share Drive under Little Rock Parks Safety Maps.

Major change in the Parks and Recreation operations can introduce new hazards and these hazards can be anticipated in the Management of Change (MOC) process (reference page 63) and includes hazard identification and risk management to determine the effect of major changes on the safety of operations.

Risk management is the identification and control of risk: Figure 1 (reference page 36) depicts this process, and every member of LRPR has a responsibility in process effectiveness.

The first goal of risk management is to avoid the hazard if possible: Ideally, hazard avoidance takes place during the engineering or design process – such as when planning to install or upgrade a park system. Playgrounds are designed with a psychological component meant to develop children in different ways; this must also be balanced by the safety component

during the design phase as well. When avoidance is not possible, reducing the effect of hazard by controlling the associated risk through available control measures helps to manage the risk posed by hazards 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 will manifest at some future point - necessitating design changes in the interest of safety, perhaps at a high cost and the inefficient employment of limited resources. In other scenarios, this solution includes, for example, removing a dead tree that poses an immediate threat to park users.
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 Action Group whom will perform a review once the hazard is identified. 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 safety pass outside that 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 have the personal responsibility to maintain situational awareness of their surroundings and heed reasonably 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, training, and other similar means to mitigate the consequences of exposure to hazards. LRPR ensures that all individuals responsible for various levels of safety controls are aware of their responsibilities and competence to act accordingly. The organization establishes who is doing what to manage key risks and ensures that the actors, and their individual actions, promote a safe working environment.

The Director of LRPR is responsible for accepting or denying operations and manages risk through the Safety and Training Coordinator using the Risk Assessment Matrix (RAM – reference pages 37-40/Figures 2 - 5) who is supported through the various expertise of the Safety Committee members. Risk assessment reports are maintained in the SMS program on the Safety Share Drive and is maintained by the Safety and Training Coordinator.

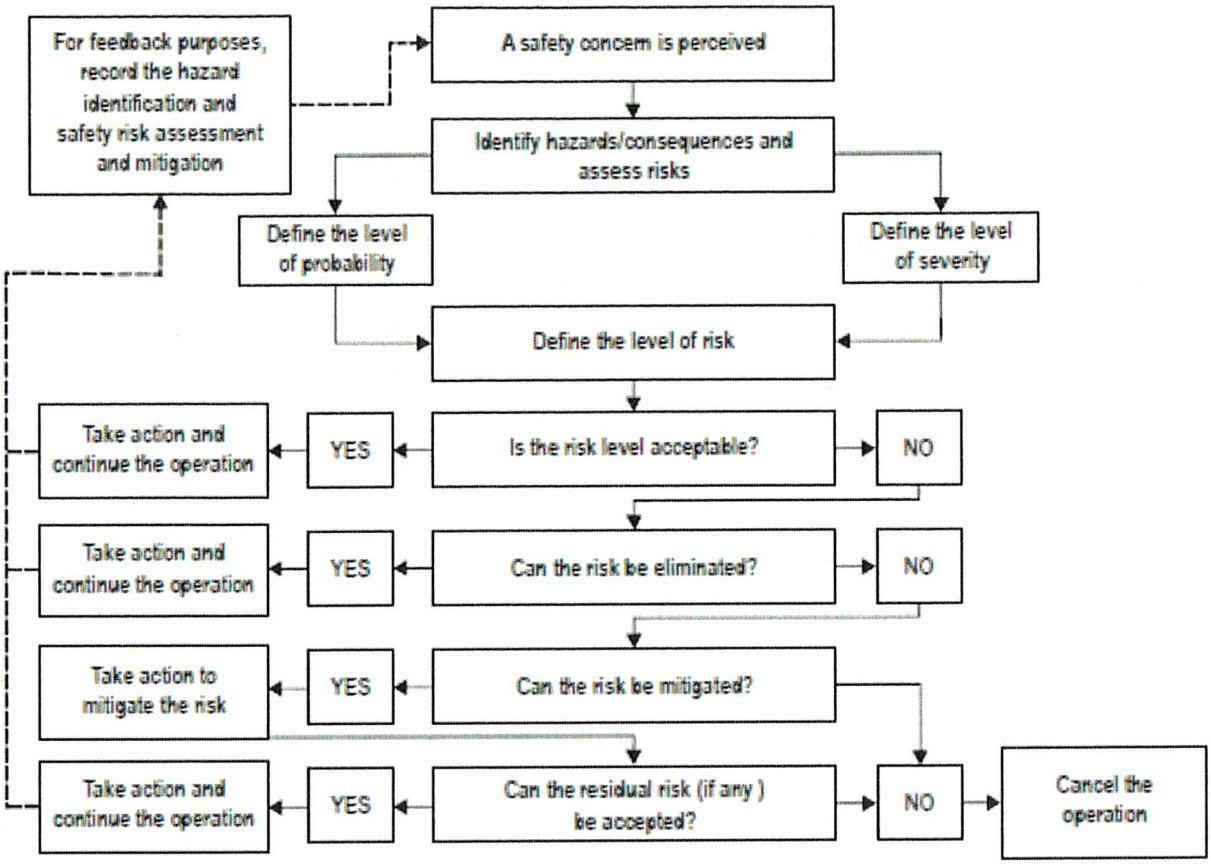


Figure 1
Safety Risk Management Process
Source: ICAO SMM

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; total 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	Note

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 Cost 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

Effective implementation of the Little Rock Parks and Recreation safety policy is contingent upon a working system to prevent accidents. Essential to this objective is a program to identify and eliminate or mitigate workplace hazards and to prevent the occurrence of unsafe incidents. Under normal circumstances, hazards should be reported and corrected at the lowest operational level possible utilizing established lines of authority and responsibility. For other situations, the Hazard Reporting System provides a means for affected personnel to report recognized safety hazards or reportable incidents to management for appropriate action. Refer to Appendix VI (page 82) for the Little Rock Parks and Recreation Hazard Identification Report Form.

Non-Reprisal Policy

The following statement provides guidance for all employees regarding the use of, and participation in, LRPR's Hazard Reporting System. As LRPR is committed to the safest operations possible, it is imperative that the organization promotes uninhibited reporting of all hazards, occurrences, and incidents that in any way affect the safety of Parks and Recreation operations, employees, parks, grounds, facilities, or the users thereof. It is therefore the policy of LRPR to recognize the efforts of individuals who identify and communicate unsafe acts and conditions for the purpose of promoting safety. It is also the responsibility of each employee to communicate any information that could possibly affect the integrity of operational safety. All communications made by employees following the SMS reporting process shall be made with the assurance that no retaliation or reprisal shall occur to the employee for submitting any

information via the Hazard Reporting System. The identity of employees who provide information through this system shall be protected to the extent permissible while disseminating critical safety information. This non-reprisal policy shall not apply to information concerning deliberate acts that lead to accidents and incidents, nor will the policy be tolerant of criminal offenses that break the governing rule of law.

Personnel who report must be treated fairly and justly without punitive action from Little Rock Parks and Recreation management except in cases of known recklessness and disregard for rules and standards. The "Just Culture" process shown below is used when deciding if disciplinary action is warranted:

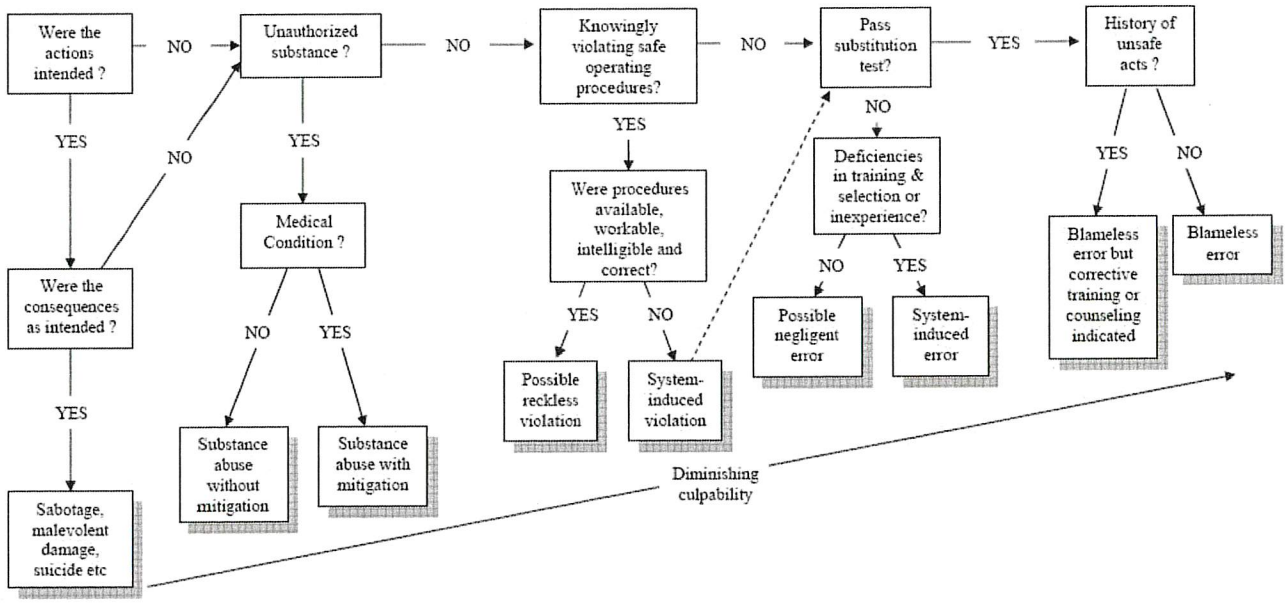


Figure 8
Decision Tree for Determining Culpability of Unsafe Acts
Reason (1997)

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 via normal procedures, the observer shall report the hazard via the methods available in the Hazard Report System to ultimately notify the Safety and Training Coordinator. 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 and Training 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 as appropriate. The submitter's identification on the report is optional but is encouraged in the event that further information is required. Identification does allow the Safety and Training Coordinator to contact the reporter with follow-up information in an effort to keep the reporter in the loop; 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

and Training Coordinator shall be notified immediately by the most expeditious means possible (such as direct phone contact) to determine the appropriate course of action to prevent negative outcomes.

Upon receipt of a Hazard Report, the Safety and Training Coordinator will conduct an investigation 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; the submitter, if identified, will be advised of the 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 offered assistance in routing the information to the appropriate person or entity responsible. Such entities include, but not limited to (1) 311 (City of Little Rock non-emergency reporting hotline); (2) Entergy (electric); (3) Utilities Billing Services (water); (4) Center Gas Point (Gas); (5) AT&T (Telephone). Calling 911 is generally the most direct course of action to reach any of the above contacts, and are also referenced in the Little Rock Parks and Recreation Emergency Response Plan (ERP).

Upon validation of a hazard report, the Safety and Training Coordinator shall document the report within the SMS program, and submit 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. This process will be tracked within the SMS program from cradle to grave, and reviewed by the Safety and Training Coordinator and the Safety Committee periodically until completion. Once completion is attained, the original reporter shall be notified as to closure of the matter. Refer to

Appendix VI (page 82) to view the Little Rock Parks and Recreation Hazard Identification Report Form.

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

In many cases, ADA non-compliance with standards in accordance with the Department of Justice (DOJ) 2010 ADA Standards for Accessible Design also presents corresponding safety hazard(s) 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 and Training Coordinator and submitted for action via the SMS risk management process and the work order system. 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 reporting process.

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 affecting the quality of life and health for individuals and often their families. This affects the organization's ability to operate at full capacity, and resonate as loss of limited 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. A function of the Safety Action Group (SAG-reference page 17) the Group addresses such issues via virtually 140 years of collective Parks and Recreation experience in an exercise to accurately cost all safety

hazards discovered within LRPR's operational system. This exercise also aims to establish a baseline for future financial planning of annual risk management budgetary considerations and specific resource needs. Reference page 42/Figure 7 to view the costing mechanism.

4.0 – SAFETY ASSURANCE

4.1 – *Safety Performance Monitoring and Measurement*

Safety Assurance processes ensure that once risk controls are in place, the organization continues to review the effectiveness of safety controls to ensure safety objectives are being met as a result of safety risks being maintained within acceptable levels as defined by the organizations safety policies, objectives, and goals.

Safety Assurance 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, safety assurance verifies that these controls are performing as expected.

Little Rock Parks & Recreation safety personnel will conduct safety audits and safety inspections as part of the Safety Assurance process. All findings and associated corrective actions shall be recorded and records of audits and inspections, resolution of actions needed, are maintained by the Safety and Training Coordinator in the Safety Management System program located on the Safety Share Drive. Issues identified in the audits and inspections are topics of discussion during Safety Committee meetings.

4.1.1 – Audits and Inspection

The use of safety inspections and audits functions to verify compliance and standardization and is an integral part of the Safety Assurance (SA) process; this function is virtually the same as the Quality Assurance (QA) process, but emphasizes an objective analysis of safety risks while concurrently ensuring user satisfaction of our parks and recreational systems. An initial audit begins with LRPR's safety program; being the foundation of all safety risk management efforts, determining program quality is paramount in gauging program effectiveness. Without an organized set of principles on which a safety program can build its

foundation, efforts to manage safety risks will lack the guidance of sound principle and practical tools with which to apply in risk management.

A Gap Analysis (GA) is the first tool necessary in this regard (reference Figure 9/page 51) and will assess the current safety program by benchmarking against the proven tenets of an effective multi-national Safety Management System program (reference page 9 – SMS Framework) and, in essence, fill in the gaps – hence the term "Gap Analysis." The Gap Analysis allows the Safety and Training Coordinator to create the most effective, efficient, tailored safety program that not only stands on sound principle, but also contains the appropriate tools with which to effectively administer a functional and practical approach to the management of risk. This process leads to a record of findings that reveal issues of compliance and non-compliance, helps to determine corrective actions, and sets the tone for improving current safety program. This is accomplished by the Safety and Training Coordinator, and the results are communicated to relevant Parks and Recreation leadership personnel paramount in the program improvement process. The Gap Analysis Worksheet 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

Once the analysis determines the current status of LRPR's safety program, the Safety and Training Coordinator, in coordination with each division, performs internal audits of all respective operational processes to improve safety standards as necessary.

4.1.2 – Inspection/Audit Checklist

Inspection/Audit checklists are used to identify compliance with standards within all LRPR's operational functions, and is also based on the general safety standards of the Occupational Safety and Health Administration (OSHA) guidelines. The Safety and Training

Coordinator will conduct these inspections and audits with the aid of facility supervisors or designated personnel as appropriate. The results will be communicated to all appropriate personnel, in a concerted effort to rectify all safety deficiencies. The following checklist (Figure 10/page 58) currently serves as a baseline until department specific checklists are developed in the near future:

ITEM	SAFETY CHECKLIST - ADMINISTRATION	YES	NO	NOTES
1.	Is there a current "Workers' Compensation Insurance" poster on display?			
2.	Are Material Safety Data Sheets on file for all hazardous chemicals on hand?			
3.	Are Hazardous Chemical Standards Training Records on hand and up-to-date?			
4.	Does a manager, supervisor, or foreman investigate all accidents and Workers' Compensation claims?			
5.	Does a manager or supervisor conduct periodic formal safety inspections?			
6.	Does a foreman conduct periodic informal inspections?			
ITEM	SAFETY CHECKLIST - WORKPLACE			
1.	Are all exits visible and unobstructed?			
2.	Are all exits marked with a readily visible sign that is properly illuminated?			
3.	Are there sufficient exits to ensure prompt escape in case of emergency?			
ITEM	SAFETY CHECKLIST - FIRE			
1.	Are fire evacuation plans posted and do employees know what they mean?			
2.	Are fire extinguishers Inspected monthly for general condition and operability. Is inspection date noted on tag?			
3.	Are fire extinguishers mounted in readily accessible locations and have either a red backing and/or sign?			
4.	Is the fire alarm system tested at least annually?			
ITEM	SAFETY CHECKLIST - FIRST AID KIT			
1.	Is an appropriate first aid kit available and easily accessible?			
ITEM	SAFETY CHECKLIST - HOUSEKEEPING			
1.	Is smoking permitted only in designated areas per City policy?			
2.	Are "NO SMOKING" signs prominently posted for areas containing combustibles and flammables?			
3.	Are covered metal waste cans used for oily and/or paint soaked waste?			
4.	Are rubbish and litter disposed of daily?			
5.	Are paint spray booths, dip tanks, etc., and their ducts cleaned regularly?			
6.	Are stand mats, platforms, or similar protection provided to protect employees from wet floors?			
7.	Are waste receptacles provided and are they emptied regular?			
8.	Do the toilet facilities meet the minimum requirements of acceptable cleanliness?			
9.	Are washing facilities provided?			
10.	Are emergency eye wash and bodywash stations available as needed?			
11.	Are stairways in good condition and standard railings provided			

	for every flight having four or more stairs?			
12.	Are floor kept clean and in good condition?			

Inspected by:
Title:
Date:

ITEM	SAFETY CHECKLIST - ELECTRICAL SYSTEMS	YES	NO	NOTES
1.	Is electrical equipment not used for long periods of time disconnected or locked out from the power source?			
2.	Are fuse boxes and circuit breaker boxes equipped with lockout-tagout devices?			
3.	Are all light switches and receptacles in good condition? Are coverplates in place and in good condition?			
4.	Are all electrical cords placed so that they do not hang on pipes, nails, books, etc.?			
5.	Is there evidence of fraying on any electrical cords?			
6.	Are all electrical panel boards, boxes, cabinets, and switch enclosures covered and grounded?			
7.	Are all disconnect switches, feeder, and branch circuits legibly marked to indicate their purpose?			
8.	Are electrical outlets in washrooms and breakrooms grounded?			
9.	Are portable electrical tools and appliances grounded or of the double insulated type?			
10.	Do switches show evidence of overheating or damage?			
11.	Have steps been taken to ensure that flexible cords and extension cords are not:			
	a. used as substitute for fixed wiring?			
	b. run through a doorway, window, or similar opening?			
	c. run through a hole in the wall, ceiling, or floor?			
	d. attached to a building surface?			
12.	Is lighting of adequate intensity for the job being performed.			
13.	Is the electrical system checked periodically by someone familiar with the City Electrical Code & NEC?			
14.	Are all circuits, equipment, and fixtures fitted with proper lockout - tagout systems?			
15.	Are water fountains, vending machines, etc., properly grounded?			
ITEM	SAFETY CHECKLIST - PROTECTIVE EQUIPMENT			
1.	a. Hard hate s) - available			
	b. Hard hates) - good condition			
	c. Hard hate s) - used when needed			
	d. Gloves - available			
	e. Gloves - good condition			

	f Gloves - used when needed			
	g. Eye protection - available			
	h. Eye protection - good condition			
	I. Eye protection - used when needed			
	j. Body belt safety strap/climbers - available			
	k. Body belt safety strap/climbers - good condition			
	l. Body belt safety strap/climbers - used when needed			

Inspected by:
Title:
Date:

ITEM	SAFETY CHECKLIST - PROTECTIVE EQUIP. - CONT	YES	NO	NOTES
	m. Apron - available			
	n. apron - good condition			
	o. apron - used when needed			
	p. hearing protection - available			
	q. hearing protection - good condition			
	o. hearing protection - used when needed			
ITEM	SAFETY CHECKLIST - COMPRESSED GAS			
1.	Are all compressed gas cylinders stored with protective caps over valves?			
2.	Are all compressed gas tanks secure in cart or against wall to keep from falling?			
3.	Are welding helmet/face protector or goggles available and worn?			
4.	Are all hoses attached to cylinders fitted with flashback arresters?			
ITEM	SAFETY CHECKLIST - CHEMICALS			
1.	Are cleaning supplies stored properly?			
2.	Are hazardous chemicals stored properly?			
3.	Are chemical and solvent containers sealed and labeled?			
4.	Are chemical spray records in compliance with state regulations?			
ITEM	SAFETY CHECKLIST - SHOPS			
1.	Are motors clean and kept tree of excessive grease?			
2.	Are all machines or operations that expose operators to rotating parts, pinch points or flying chips, particles or sparks adequately guarded?			
3.	Are mechanical power transmission belts, chains, and pulleys guarded?			
4.	Is exposed power shafting less than 7 feet from the floor guarded?			

5.	Is compressed air used for cleaning and power tools regulated to less than 30 psi?			
6.	Are compressed air lines clearly marked?			
7.	Are hand tools and other equipment regularly inspected for safe condition?			
8.	Are power saws and similar equipment provided with safety guards?			
9.	Are grinding wheel tool rests in place and set to within 1/8 inch or less of the wheel?			
10.	Is there any system for inspecting small hand tools for burred ends, cracked handles, or weakening flaws?			
11.	Are compressed gas cylinders regularly examined for signs of defects, deep rusting, or leakage?			
12.	Is care used in handling and storage of cylinders, safety valves, relief valves, etc., to prevent damage?			

Inspected by:
Title:
Date:

ITEM	SAFETY CHECKLIST - SHOPS - CONT	YES	NO	NOTES
13.	Are safety valves tested regularly and frequently?			
14.	Are compressed gas tanks checked for inspection dates?			
15.	Is there sufficient clearance for stoves, furnaces, etc., for stock, woodwork, or other combustibles?			
16.	Have safety labels/signs been posted in proper places?			
17.	Are goggles and face shields worn when needed?			
18.	Is the ventilation system working properly?			
19.	Are personnel operating power tools prohibited ITom wearing loose fitting clothes?			
20.	Is wearing of rings and jewelry prohibited while operating equipment?			
21.	Are compressed gas tanks clearly marked with the name of the gas?			
22.	Are only trained personnel allowed to operate forklift trucks?			
23.	Are ONL Y authorized and trained personnel permitted to use welding equipment?			
24.	Are all combustible materials near the operator covered with protective shields or otherwise protected?			
25.	Have operators been given a copy of operating instructions and are they following them?			
26.	Are operators using the proper protective equipment?			
27.	Is ventilation equipment provided for removal of contaminants and is it operating properly?			
28.	Is all machinery permanently fastened to the floor?			

ITEM	SAFETY CHECKLIST - LABORATORIES	YES	NO	NOTES
1.	Is the amount of glassware and chemicals kept to a minimum in work areas?			
2.	Is the housekeeping satisfactory?			
3.	Is all electrical equipment properly grounded?			
4.	Is eye protection available and worn when needed?			
5.	Are heavy items stored on lower shelves?			
6.	Are chemicals kept at a sufficient operating level, i.e., not over-stocked?			
7.	Are chemicals clearly labeled?			
8.	Are like (non-reactive) materials stored together?			
9.	Are areas available for working (pouring chemicals) other than in .the stock room?			
10.	Are shelves fastened to the wall?			
11.	Are Material Safety Data Sheets on file for all hazardous chemicals on hand?			

Inspected by:
Title:
Date:

Figure 10
LRPR Standard Inspection/Audit Checklist
Source: OSHA 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. This reactive investigative process will be initially led by the supervisor of the individual involved (reference Appendix I-V/pages 77-81) and followed up by the Safety and Training Coordinated more in depth to determine root cause(s) to lead proactive efforts in accident and serious incident prevention. 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, which will 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 regulatory requirements that may affect current park systems and operations, or significant changes due to maintenance efforts or capital upgrades projects that may overlook the subtle

effects of those changes on safety. Safety management requires a proactive analysis of the change using the Management of Change (MOC) process.

The systematic approach to managing and monitoring organizational change is part of the risk management process. The Little Rock Parks and Recreation Safety Committee will identify safety issues associated with change and utilize the following procedures for managing change:

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 procedure(s)

There are methods for managing the introduction of new technologies as well. All personnel should be consulted when changes to the work environment, process, or practices could have health or safety implications. Changes to resource levels (which may foster deviations from normal procedures) and competency of personnel are assessed as part of the change control process.

Change can only be successful if the appropriate personnel participate in the process. Management of change provides a structured framework for managing all aspects of organizational change.

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

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

LRPR's Safety Committee will conduct an annual internal audit of the SMS processes 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 best practices to all relevant employees and staff. This information may be distributed via bulletin boards in each division, and/or located in the Safety Assurance section of the SMS program on the Safety Share Drive. Organization-wide involvement is paramount in the process: Measuring and determining organizational improvements in the safety management process becomes ineffective without the contribution of all personnel in reporting not only below standard performance, but also reporting when best practices are achieving outstanding performance.

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) training personnel, and (2) clear communication of lessons learned throughout the organization.

The essential functions include training, education, and safety communication. Training and education at Little Rock Parks and Recreation include:

1. Documented process of training requirements
2. Validation test to measure the effectiveness of training
3. General training to operate within the Parks and Recreation SMS
4. Recurrent safety training on system changes as necessary

System safety training is one of the key elements within a Safety Management System. A system is an organized set of processes and procedures – every employee comprises a part of LRPR's system of operations. To conduct a successful program participants should be trained in appropriate concepts, duties, and responsibilities associated with each area relevant to their sphere of activity within organizational operations.

Specific training in safety management duties is required for the Director, Deputy Directors, Division Heads, Line Supervisors and respective subordinates, maintenance personnel, Safety Committee members, and all employees in general to include volunteers and interns. The amount of safety training will be commensurate with the individual's level of responsibility and involvement in system safety. Required training is also used as an *administrative control* to eliminate or mitigate risk to an acceptable level.

5.2 – *Safety Communication*

SMS safety objectives will be communicated to all personnel and be visible in all aspects of LRPR's operations. The Safety and Training Coordinator and Safety Committee will work together to communicate the performance of the SMS program to all personnel. All personnel are encouraged to keep the flow of safety issues to the Safety and Training Coordinator and the Safety Committee a top priority at all times. Therefore, LRPR's safety communication will:

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

6.0 – 2017/2018 SAFETY MANAGEMENT PLAN

6.1 - *Safety Objectives*

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

1. Create a Safety Share Drive for organizational-wide use with regard to all safety related matters and functions
2. Create a Safety Management System (SMS) organized with SMS Pillars and Components (elements) to organize and effectively manage all safety related functions
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
4. Create an appropriate Safety Policy Statement to be signed by the Director delineating commitment to the safety program; distribute through-out the organization
5. Create a Safety Committee comprised of relevant Division Heads; emphasis on safety accountabilities at every level
6. Hold, at the least, bi-weekly 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
7. Complete hazard assessments and generate Preliminary Hazard Lists (PHL) for all LRPR's developed parks (63 total), as well as associated risk assessments and submission for maintenance action on each within a 12 month period (March 2017 – March 2018)

8. Complete hazard assessments and generate PHLs for all Recreation and Enterprise facilities and related maintenance shops and offices; complete risk assessments and submit for maintenance of each by end year 2018
9. Track to completion all submitted safety hazards within the Safety Management System; maintain all completed actions for record
10. 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 a logical Risk Assessment Matrix (RAM)
11. Implement an employee Hazard Reporting System to capture real time system deficiencies, as well as to determine safety trends; create form
12. Create a safety inspection checklist appropriate for each division/section; perform audits
13. Conduct Safety Assurance audits bi-annually using checklists to determine safety performance
14. Create an Emergency Response Plan (ERP) appropriate for LRPR's operational threats; create operational specific ERP's for all operational elements
15. Develop a plan to have periodic drills to practice emergency procedures as listed in the ERP
16. Implement an effective training program; implement Computer Based Training (CBT) to address various training needs over a large organization effectively and efficiently
17. Promote safety for the purpose of creating a culture of safety; implement employee recognition and reward program
18. Continually monitor and update program as required to adjust to system dynamics - Refer to closed-loop system concept below:

Closed Loop System

The above plan is not exhaustive and does not labor to include the many different sub-functions that drive the total risk management process within the SMS for Little Rock Parks and Recreation. In addition to the basic foundation laid out by risk management principles in this manual, the Safety Share Drive (\\littlerock\fileshare2\Parks) is created to compliment this manual as well as to manage the breadth and depth of risk management processes and the many practical applications and functions there-of. SMS is a closed loop system: A closed loop system is 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 processes accordingly in an effort to rectify system safety deficiencies. This process continues - evolving and changing with the dynamics of the operating environment, and through 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 in regard to 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 other 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 as a consequence 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

APPENDIX IV

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)

Place of Accident	Date of Accident	Time of Accident	Date /Time 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 -