



**A Report to the  
Audit Committee**

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# Audit of the Metropolitan General Government Occupational Safety Program

October 10, 2017

Metropolitan  
Nashville  
Office of  
Internal Audit

## EXECUTIVE SUMMARY

October 10, 2017



### Why We Did This Audit

The audit was initiated due to the critical role the Occupational Safety Program plays in ensuring every employee works in a safe and healthy work environment.

### What We Recommend

- Adopt the *ANSI/ASSE Z10-2012 (R2017) Occupational Health and Safety Management Systems* standard as a Metro-wide framework to manage occupational health and safety performance.
- Establish occupational health and safety objectives and allocate appropriate resources to accomplish the established objectives.
- Perform periodic job hazard analysis in each department.
- Enhance monitoring activities.

# Audit of the Metropolitan General Government Occupational Safety Program

## BACKGROUND

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The Metropolitan Nashville General Government is responsible for the safety of approximately 9,100 employee positions, ranging from maintenance workers and first responders to administrative and office personnel. The Occupational Safety Program consists of a central safety administrator and a safety coordinator in each department. Together, department heads, the central safety administrator, the Metropolitan Safety Advisory Board, and safety coordinators are working to ensure employees have safety measures in place to prevent injuries and illnesses on-the-job.

## OBJECTIVES AND SCOPE

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The objectives of this audit are to determine if:

- Processes and controls are in place to provide assurance that the Occupational Safety Program operational objectives are achieved.
- Recommendations from the 2006 Occupational Health and Safety audit have been implemented.

This audit will look at the status of the audit recommendations since 2006, as well as injury-on-duty claims between January 1, 2012, and December 31, 2016. This audit covers the practices of the Metropolitan Nashville General Government, herein referred to as the Metropolitan Nashville Government, and excludes the Metropolitan Nashville Public Schools and component units.

## WHAT WE FOUND

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The central safety administrator and department safety coordinators are dedicated with a strong desire to enhance the effectiveness of the Occupational Safety Program. The ability to identify and report accidents and injuries that have occurred is effective and consistent. Many elements of an occupational health and safety system exist within the Metropolitan Nashville Government; however, there is no adopted framework to help guide and move the program forward. There is a lack of clear lines of authority, objectives, and accountability.

The Occupational Safety Program is more reactive than proactive in its approach to occupational safety. Most departments are not conducting reviews to identify and monitor high-risk safety areas. There are no certification or training requirements for safety coordinators.

## GOVERNANCE

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The Metropolitan Nashville Code of Laws § 2.40.210 states the Metropolitan Nashville Government Department of Law is responsible for the employee Occupational Safety Program. This responsibility has been delegated to the Metropolitan Nashville Government Human Resources Department who employs one central safety administrator.

The Metropolitan Nashville Code of Laws § 2.96 created an eight-member Metropolitan Safety Advisory Board appointed by the Mayor. This Board serves in an advisory function and is responsible for formulating the objectives of the Occupational Safety Program, reviewing its progress, and making recommendations for improvements.

## ADDITIONAL INFORMATION

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### ***Background***

The Metropolitan Nashville Government procured the services of the Matrix Consulting Group in 2005 to conduct an audit of the Occupational Health and Safety Program. The audit report contained 38 recommendations. Based on this report, the Safety Division was moved to the Department of Law and five staff members were hired. The Division then began implementing the remaining audit report recommendations. The financial crisis of 2008 caused significant budgetary cuts, the entire Safety Division was eliminated, and the Occupational Safety Program was suspended for the subsequent three years.

The Occupational Safety program was reestablished in 2011 when the Department of Law delegated applicable functions to the Department of Human Resources. There was limited information available to the new central safety administrator on the work completed by the previous Safety Division. The program is still attempting to implement the recommendations from the 2006 report.

### ***Structure of the Occupational Safety Program***

The Occupational Safety Program currently consists of one central safety administrator and a safety coordinator within each department. Out of 53 departments, only 4 have full-time safety coordinators, Metropolitan Nashville Police Department, Nashville Fire Department, Metro Water Services, and Metro Public Works Department, representing 4,464 employee positions. The remaining 49 departments, with 4,636 authorized employee positions, are dependent on part-time coordinators and one central safety program manager for their safety training and hazard mitigation. The central safety administrator acts in an advisory role, available to support the individual departments as needed. Each department head and designated safety coordinator are responsible for the implementation of occupational safety measures within their departments. The amount of time devoted and prioritization for each safety coordinator varies significantly by the department. These safety coordinators also do not report to the central safety administrator but to management within their own department.

An occupational safety and health program is submitted to and approved by the Tennessee Occupational Safety and Health Administration for the Metropolitan Nashville Government by the Metropolitan Nashville Government Human Resources Department.

**Performance Measures**

The effectiveness of the Occupational Safety Program is measured by the number of reported injury-on-duty claims. Exhibit A shows in the calendar year 2016; the Metropolitan Nashville Government incurred 1,416 injury-on-duty incidents resulting in over \$4.9 million in related expenses. In comparison, in the calendar year 2012, the Metropolitan Nashville Government incurred 2,113 injury-on-duty incidents resulting in over \$8.3 million in related expenses.

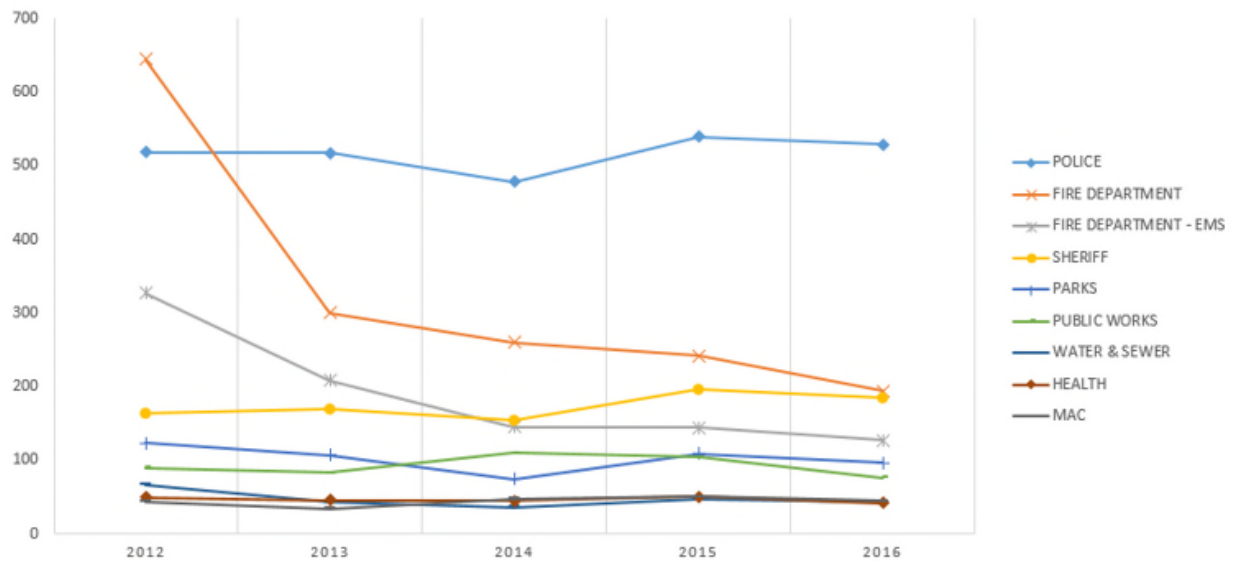
**Exhibit A – Calendar Year 2016 Number of Injury-on-Duty Incidents**

<b>Department</b>	<b>Incidents</b>
Metropolitan Nashville Police Department	529
Nashville Fire Department	194
Davidson County Sheriff Office	184
Nashville Fire Department – Emergency Management Service	127
Metro Parks and Recreation	96
Metro Nashville Public Works	76
Metro Action Commission	45
Metro Water Services	43
Metro Public Health Department	42
All Other	80
<b>Total</b>	<b>1,416</b>

*Source: ASC Metro Safety Year-to-Date as of December 2016*

Exhibit B on the next page shows over the past four years, the departments with the highest number of incidents have remained consistent, primarily due to a large number of employees, and the inherent nature of the work. Overall, there has been minimal change in the number of injuries reported by these departments with the exception of the Nashville Fire Department, which incurred a significant decrease between 2012 and 2014.

## Exhibit B – Five-Year Trend: Number of Injury-on-Duty Incidents



Source: ASC Metro Safety Year-to-Date 2012- 2016

## OBJECTIVES AND CONCLUSIONS

1. Does the Metropolitan Nashville Government have processes and controls in place to provide assurance that the objectives of the Occupational Safety Program are achieved?

**Generally, no.** Many elements of an occupational health and safety system exist within the Metropolitan Nashville Government; however, there is no adopted framework to help guide and move the program forward. The central safety administrator has set Metro-wide goals, as outlined in the *Metro Safety Manual*, including an organization and responsibilities. Appointing authorities for departments have designated safety coordinators to fulfill these responsibilities. However, within the departments, there is a lack of clear lines of authority, objectives, and accountability. The Occupational Safety Program is more reactive than proactive in its approach to occupational safety. Most departments are not conducting reviews to identify and monitor high-risk safety areas. There are no certification or training requirements for safety coordinators.

These conditions result in an inconsistency regarding the Occupational Safety Programs across departments. (See Observations A, B, C, D, E, and F.)

### SUPPORTING OBJECTIVES AND CONCLUSIONS

- a. Does the Metropolitan Nashville Government have the necessary resources to effectively train, communicate, and monitor safety across departments in accordance with applicable state law and best practices?

**Generally, no.** The Occupational Safety Program is structured where each department is responsible for its own employee safety. The resources available to each department depend on the support and priorities of the individual department heads. Many departments are lacking in resources and support. (See Observation C.)

- b. *Are departments conducting periodic safety risk assessments to ascertain what areas are most probable to produce injury, and what procedures can be put in place to mitigate the risk of accidents/risk occurring?*

**Generally, no.** Identifying and taking steps to mitigate high-risk safety areas across the Metropolitan Nashville Government are not being conducted in a consistent or methodical manner. (See Observation B.)

- c. *Are there clear lines of authority, responsibility, and accountability for the Occupational Safety Program?*

**Generally, no.** There are no clear lines of responsibilities, expectations, or accountability for the Occupational Safety Program. The responsibility for employee safety resides with the individual department heads. The central safety administrator and the Metropolitan Nashville Safety Advisory Board serve in an advisory function. The central safety administrator has set strategic goals over the years for the Safety Program as a whole. However, due to lack of authority to enforce or drive these goals, implementation has been inconsistent. (See Observation A.)

- d. *Do safety coordinators and safety personnel have the proper training and certifications to carry out their responsibilities?*

**Generally, no.** There are no training requirements for safety coordinators. Many safety coordinators dedicate less than five percent of their time to safety and do not see the need to be trained. (See Observation E.)

- e. *Are processes in place to ensure that all accidents and/or injuries are identified and reported to the safety coordinator and management?*

**Yes.** The process of reporting an accident or injury is consistent across departments. Human Resources has the process readily available on their internet page, and safety coordinators are aware of proper reporting procedures. These procedures are also communicated in supervisory training meetings.

- f. *Does management of the Metropolitan Nashville Government regularly monitor injury reports, working conditions, and employee activity to identify safety hazards?*

**Generally, no.** The central safety administrator receives and reviews monthly injury reports. These reports are shared with department safety coordinators with recommendations for reducing repetitive and/or unique injuries with expectations that the assigned safety coordinators will implement the necessary measures to reduce safety risks and resulting injuries. While some departments regularly monitor employees and workplaces, many departments do not. A lack of training for safety coordinators results in the failure to understand how to inspect behavior and workplaces.

Competing priorities leaves the safety coordinators with too much work outside of their safety responsibilities; inspections are not completed as recommended by the program. (See Observation F.)

2. *Have the recommendations from the 2006 Matrix Consulting Group audit report been implemented?*

**Generally, yes.** The central safety administrator is working to implement the recommendations from the 2006 audit report. A lack of resources and the discontinuation of the Safety Division rendered many of the recommendations no longer feasible. Out of the 38 recommendations in the report, 21 have been implemented, 3 deemed no longer applicable, and 14 are still in the process of being implemented. (See Observation G.)

## **AUDIT OBSERVATIONS**

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Internal control helps entities achieve important objectives and sustain and improve performance. The Committee of Sponsoring Organizations of the Treadway Commission (*COSO*), *Internal Control – Integrated Framework*, enables organizations to develop effective and efficient internal controls that adapt to changing business and operating environment, mitigate risks to acceptable levels, and support sound decision making and governance of the organization. The audit observations listed are offered to assist management in fulfilling their internal control responsibilities.

### ***Observation A – Lack of a Formal Occupational Health and Safety System Framework***

Many elements of an occupational health and safety system exist within the Metropolitan Nashville Government; however, there is no adopted framework to help guide and move the program forward. Some of the elements observed included the employee defensive driving training program and the central safety administrator promotion of safety awareness through training materials, coordinator meetings, and emails. However, there are no clear lines of accountability, responsibility, and authority within the Occupational Safety Program. Parties involved in the program have no clear understanding of what the specific expectations are in their roles. There are no performance measures or accountability for those who do not meet expected results.

Without using an occupational health and safety system framework to provide guidance, it is difficult to demonstrate every reasonable effort has been made to ensure employee health and safety.

#### *Criteria:*

- COSO, Control Activities—Principle 10—The organization selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels.
- *ANSI/ASSE Z10-2012 (R2017) Occupational Health and Safety Management Systems*, American Society of Safety Engineers, Approved February 2, 2017.

*Recommendation for the management of the Metropolitan Nashville Government Department of Law to:* Adopt the *ANSI/ASSE Z10-2012 (R2017) Occupational Health and Safety Management Systems* standard as a Metro-wide framework to manage occupational health and safety performance.

### ***Observation B – Enhancements to the Metro Safety Advisory Board***

The Metro Safety Advisory Board needs to be more diligent in fulfilling its mission. The Board serves a critical role in the occupational health and safety ecosystem. The Board was created as an advisory function to the Occupational Safety Program. Its specific responsibilities include:

- Formulate goals and objectives of the Occupational Safety Program.
- Review the progress of the Occupational Safety Program and recommend changes as needed.
- Request information from departments and agencies of the Metropolitan Nashville Government as such information relates to the safety of employees.
- Forward all its findings and recommendations to the executive secretary of the Metropolitan Nashville Government Employee Benefit Board.

Many safety coordinators had no knowledge of the Board, nor its purpose. Common feedback from parties who attend Board meetings is confusion over the purpose of the Board. Additionally, the announcement of Board meetings is communicated via email to a limited number of persons. Meeting minutes are not generated or retained. Finally, all current Board members are serving on expired terms.

*Criteria:*

*COSO, Control Activities—Principle 10*—The organization selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels.

*Recommendations for the management of the Metropolitan Nashville Government Department of Law to:*

1. Ensure the Metropolitan Safety Advisory Board is assisting in the formulating and establishment of the goals and objectives of the Occupational Safety Program including lines of responsibility and performance measures.
2. Periodically review the progress of the program and recommend changes.
3. Identify, define, obtain, and monitor critical information related to occupational safety.
4. Ensure Metropolitan Safety Advisory Board meetings are made public and meeting minutes are generated and retained.

***Observation C – Right Sizing Occupational Health and Safety Staff***

The central safety administrator lacks the time and personnel necessary to assist all departments with safety-related tasks and training effectively. While the larger, high-risk departments generally have experienced safety personnel on staff, the smaller departments would benefit by having a centralized professional assist with implementing occupational health and safety measures within their departments.

The 2006 Matrix Consulting Group *Audit of Metropolitan Nashville Occupational Health and Safety Services* recommended the level of staffing for the Metropolitan Nashville Government central Occupational Safety Program should be 6 full-time equivalent employees. At that time there were 2.6 full-time equivalent employees compared to the 0.85 existing today, with the majority of this time devoted to managing the Injury On Duty Program, the Drug-Free Workplace Program, the Metro Injury On Duty Clinic, and oversight of the associated rules, policies, and procedures for each program

Exhibit C and Exhibit D on the next page shows the results of benchmarking studies completed in 2005 and 2017 on the estimated ratio of occupational health and safety support personnel compared to total staff. The results indicate the benchmarking agencies average ratio is 1 support personnel for every 734



employees. The Metropolitan Nashville Government ratio is 1 support personnel for every 910 employees.

**Exhibit C - 2005 Matrix Consulting Group Comparative Study**

Agency	Full-Time Equivalent	Support Ratio to Workforce
City of Austin, Texas	1 Central + 27 Full- Time Department	1 per 430
City of Raleigh, North Carolina	6 Central	1 per 540
City of Scottsdale, Arizona	3 Central	1 per 800
Louisville/Jefferson County, Kentucky	3 Central	1 per 1,925
East Bay Municipal Utilities District, Oakland, California	10 Central	1 per 215

Source: 2006 Matrix Consulting Group Audit of Metropolitan Nashville Occupational Health and Safety Services.

**Exhibit D – 2017 Office of Internal Audit Comparative Study**

Agency	Full-Time Equivalent	Support Ratio to Workforce
Bowling Green, Kentucky	1 Central + 19 Compliance Officers (1-2 hours per month)	1 per 746
City of Charlotte & Mecklenburg County, North Carolina	2 Central + 12 Department Safety Coordinators + Part-Time Department	1 per 790
Anaheim, California	2.5 Central + Department Safety Managers/Coordinators	1 per 766
Seattle, Washington	2.5 Central + 25 Full -Time Department + 20 Part-Time	1 per 420
Metropolitan Nashville Government	.85 Central + 6 Full-Time + 2.7 Part-Time Coordinators + Other Part-Time Department	1 per 910

Source: Office of Internal Audit benchmarking study.

*Criteria:*

- *COSO, Risk Assessment—Principle 6*—The organization specifies objectives with sufficient clarity to enable the identification and assessment of risks relating to objectives.
- *COSO, Risk Assessment—Principle 4*—The organization demonstrates a commitment to attract, develop, and retain competent individuals in alignment with objectives.
- *Tennessee Department of Labor and Workforce Development Provisions for Occupational Safety in the Public Sector Chapter 0800-01-05.*

*Recommendation for the management of the Metropolitan Nashville Government Department of Law to:* Establish occupational health and safety objectives, complete a risk assessment for these objectives, establish implementation plans, and allocate appropriate resources to accomplish the objectives.

## **Observation D - Job Hazard Analysis**

Job hazard analysis, which involves the identification and mitigation strategies of high-risk safety areas within each department, are not completed in a methodical, disciplined manner. Only 28 percent of departments have completed a job hazard analysis or department- specific risk assessment. The high-risk departments with a full-time, and/or well-trained safety coordinator were more likely to have completed such an analysis. Smaller offices tend to designate the safety coordinator position to an individual with little to no safety training, and minimal free time. With no central staff able to assist with completing the job hazard analysis, as well as no central authority holding the departments accountable, the job hazard analysis will not be completed. Job hazard analysis is required by Tennessee Occupational Safety and Health Administration.

### *Criteria:*

- *Tennessee Occupational Safety and Health Administration, 1910.132(d)(1)* The employer shall assess the workplace to determine if hazards are present, or are likely to be present, which necessitate the use of personal protective equipment (PPE).
- *Tennessee Occupational Safety and Health Administration, 1910.132(d)(2)* The employer shall verify that the required workplace hazard assessment has been performed through a written certification that identifies the workplace evaluated; the person certifying that the evaluation has been performed; the date(s) of the hazard assessment; and, which identifies the document as a certification of hazard assessment.
- *COSO, Control Activities—Principle 10*—The organization selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels.

*Recommendation for the management of the Metropolitan Nashville Government Department of Law to:* Conduct job hazard analysis for every department on a periodic basis and submit results to the central safety administrator for review and approval.

## **Observation E – Training Requirements**

A model safety-training curriculum for the central safety coordinator and departmental safety coordinators has not been established. The central safety coordinator has voluntarily completed the 30-hour Occupational Health and Safety Administration’s General Standards course, and several of the departmental safety coordinators have completed safety related training. Without training, safety coordinators may not be aware of basic safety requirements, such as the need for a job hazard analysis or how to complete a workplace inspection.

### *Criteria:*

*COSO, Risk Assessment—Principle 4*—The organization demonstrates a commitment to attract, develop, and retain competent individuals in alignment with objectives.

*Recommendations for the management of the Metropolitan Nashville Government Department of Law to:*

1. Establish and require training criteria for each Metropolitan employee associated with the Occupational Safety Program.

2. Identify critical, high-risk safety areas throughout the Metropolitan Government, based on Job Hazard Analysis, and provide training to mitigate the risk of accident/injury.

### ***Observation F– Monitoring and Inspections***

The Metropolitan Nashville Government does not have a requirement for workplace inspections and monitoring employee behavior. Some departments stated that they have inspection procedures in place, while many departments do not. Without proper training, knowledge, and resources, safety personnel does not have the ability to perform an effective inspection, nor do they understand the need for workplace inspections. The central safety administrator provides inspection checklists, as well as offering to lead the first inspection to show the safety coordinator how to perform an inspection properly, but the central safety administrator does not have the time, resources, or authority to perform these inspections for all departments.

#### *Criteria:*

*COSO, Monitoring Activities–Principle 16*– The organization selects, develops, and performs ongoing and/or separate evaluations to ascertain whether the components of internal control are present and functioning.

*Recommendation for the management of the Metropolitan Nashville Government Department of Law to:* Establish inspection protocols based on the job hazard analysis and communicate the results to the central safety coordinator and Metropolitan Safety Advisory Board.

### ***Observation G - Prior Accepted Audit Recommendations Status***

Fourteen (37 percent) of the 38 accepted recommendations from the 2006 Matrix Consulting Group audit were not implemented. These recommendations were not implemented, in large part, due to the lack of resources devoted to safety subsequent to the report being issued.

#### *Criteria:*

*COSO, Control Activities—Principle 10*—The organization selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels.

*Recommendations for management of the Occupational Safety program to implement the open recommendations from the 2006 Matrix Consulting Group ([Health and Safety Audit Report](#)) report:*

1. Evaluate the current organizational placement of the central Occupational Safety and Health Program. (Recommendation 6.2, page 64.)
2. Establish a Safety Manager position to serve as the manager of the central Occupational Safety and Health Program. (Recommendation 6.3, page 67.)
3. The full-time safety coordinators in the Parks and Recreation Department, Fire Department, and the Police Department should be classified as Safety Coordinator. (Recommendation 6.4, page 71.)
4. The Mayor's office should issue an executive order that outlines Metro's commitment to occupational safety and health for its employees. (Recommendation 7.1, page 80.)

5. The central Occupational Safety and Health Program should conduct audits of departmental occupational safety and health programs. (Recommendation 7.5, page 90.)
6. The central Occupational Safety and Health Program should expand the role of the Safety Advisory Board. (Recommendation 7.6, page 92.)
7. Every department should establish an occupational safety and health committee. The central Occupational Safety and Health Program should audit the effectiveness of these committees. (Recommendation 7.8, page 95.)
8. Separate occupational safety and health budgets should be established in each department. Safety coordinators should be provided with expenditure authority to purchase safety equipment, training materials, etc. (Recommendation 7.9, page 95.)
9. The central Occupational Safety and Health Program should publish a Metro-wide safety newsletter. (Recommendation 7.11, page 98.)
10. The central Occupational Safety and Health Program should develop a comprehensive Metro-wide return to work program. (Recommendation 8.6, page 120.)
11. The central Occupational Safety and Health Program should develop an ergonomics program for Metro. (Recommendation 9.7, page 133.)
12. The central Occupational Safety and Health Program should develop plans to assure the adequacy of emergency evacuation plans and planning of Metro buildings. (Recommendation 9.8, page 133.)
13. The health and safety training, part of the Metro Management Institute, should be mandatory. (Recommendation 10.1, page 136.)
14. The central Occupational Safety and Health Program should develop a policy and procedure regarding occupational safety and health training of employees. (Recommendation 10.3, page 138.)

## GOVERNMENT AUDITING STANDARDS COMPLIANCE

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We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our observations and conclusions based on our audit objectives.

## METHODOLOGY

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To accomplish our audit objectives, we performed the following steps:

- Interviewed safety personnel within:
  - Metropolitan Nashville Police Department
  - Davidson County Sherriff's Office
  - Metro Water Services
  - Metro Public Health Department
  - Department of Codes and Building Safety
  - Nashville Public Library
  - Department of Emergency Communications
  - Metropolitan Social Services
  - Nashville Fire Department
  - Metro Nashville Public Works
  - Metro Parks and Recreation Department
  - Department of General Services
  - Davidson County Assessor's Office
  - Metro Action Commission
  - Juvenile Court
- Conducted peer city comparative surveys with the City of Bowling Green, Kentucky; City of Charlotte & Mecklenburg County, North Carolina; City of Anaheim, California; and City of Seattle, Washington.
- Reviewed and analyzed documentation for compliance with the Tennessee Code Annotated, Metropolitan Nashville Code of Laws, and other applicable laws, regulations, and policies.
- Evaluated internal controls currently in place.
- Reviewed sample selections to determine the effectiveness of internal controls.
- Considered risk of fraud, waste, and abuse.

## AUDIT TEAM

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Laura Henry, CFE, In- Charge Auditor

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Mark Swann, CPA, CIA, CISA, ACDA, CFMO, Metropolitan Auditor



**METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY**

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September 11, 2017

Mr. Mark Swann  
Metropolitan Auditor  
Office of Internal Audit  
404 James Robertson Pkwy.  
Suite 190  
Nashville, TN 37201

Re: Audit of the Occupational Safety Program

Dear Mr. Swann,

The appropriate personnel of the Metropolitan Government Department of Law have reviewed your department's audit of the Occupational Safety Program. We agree that a need exists for such a program and we accept the concept of the recommendations made. However, we believe that implementation of the recommendations and establishing a timeline for completion of those recommendations are subject to factors outside the control of the Department of Law as described in our response.

We look forward to working with you further regarding this matter.

Sincerely,

A handwritten signature in blue ink that reads "Wm Michael Safley".

Wm. Michael Safley  
Deputy Director of Law

### Attachment "A"

The Department of Law acknowledges the importance of an Occupational Safety Program for the Metropolitan Government. In order for such a program to begin to function and become successful, however, several things need to occur. These include:

1. Revise Metropolitan Nashville Code of Laws §2.40.210 et seq. by placing the responsibility for an Occupational Safety Program under the Department of Human Resources. Article 12 of the Metropolitan Charter places authority over personnel with the Civil Service Commission and the Department of Human Resources. Safety is an employee issue. The audit report recognizes this since many of the recommendations require assistance and approval by both the Department of Human Resources and the Civil Service Commission. The Department of Law can assist in amending the Metropolitan Code by drafting the necessary legislation.
2. The Metropolitan Government needs to make a substantial financial commitment for funding the personnel needed for a comprehensive Occupational Safety Program. In order to put into place, the recommendations made in the audit report an entire safety division structure needs to be created and funded.
3. Qualified safety personnel needs to be identified and hired. This includes the hiring of a Safety Manager, Safety Inspectors, and administrative personnel. (Currently, the Human Resources Department has an employee devoting one-half of his time as Safety Administrator.)

Once sufficient funding has been appropriated, qualified staff hired, and the program is placed under the Department of Human Resources, efforts could then be made to put into effect the recommendations set out in the audit report. Until those things occur, which could be a lengthy process, no definitive timetable for implementation of the audit recommendations can be made.

## APPENDIX A – MANAGEMENT RESPONSE AND CORRECTIVE ACTION PLAN

We believe that operational management is in a unique position to understand best their operations and may be able to identify more innovative and effective approaches, and we encourage them to do so when providing their response to our recommendations.

Recommendation	Concurrence and Corrective Action Plan	Proposed Completion Date
<i>Recommendations for the management of the Metropolitan Nashville Government Department of Law to:</i>		
<b>A.1</b> - Adopt the ANSI/ASSE Z10-2012 (R2017) Occupational Health and Safety Management Systems standard as a Metro-wide framework to manage occupational health and safety performance.	<b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment "A" (see page 14.)	Undetermined
<b>B.1</b> - Ensure the Metropolitan Safety Advisory Board is assisting in the formulating and establishment of the goals and objectives of the Occupational Safety Program including lines of responsibility and performance measures.	<b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment "A" (see page 14.)	Undetermined
<b>B.2</b> - Periodically review the progress of the program and recommend changes.	<b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment "A" (see page 14.)	Undetermined
<b>B.3</b> - Identify, define, obtain, and monitor critical information related to occupational safety.	<b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment "A" (see page 14.)	Undetermined
<b>B.4</b> - Ensure Metropolitan Safety Advisory Board meetings are made public and meeting minutes are generated and retained.	<b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment "A" (see page 14.)	Undetermined
<b>C.1</b> - Establish occupational health and safety objectives, complete a risk assessment for these objectives, establish implementation plans, and allocate appropriate resources to accomplish the objectives.	<b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment "A" (see page 14.)	Undetermined



## APPENDIX A – MANAGEMENT RESPONSE AND CORRECTIVE ACTION PLAN

Recommendation	Concurrence and Corrective Action Plan	Proposed Completion Date
<p><b>D.1</b> - Conduct job hazard analysis for every department on a periodic basis and submit results to the central safety administrator for review and approval.</p>	<p><b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment “A” (see page 14.)</p>	<p>Undetermined</p>
<p><b>E.1</b> - Establish and require training criteria for each Metropolitan employee associated with the Occupational Safety Program.</p>	<p><b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment “A” (see page 14.)</p> <p>In addition, implementation of this recommendation requires adoption by the Civil Service Commission and inclusion in an Executive Order.</p>	<p>Undetermined</p>
<p><b>E.2</b> - Identify critical, high-risk safety areas throughout the Metropolitan Government, based on Job Hazard Analysis, and provide training to mitigate the risk of accident/injury.</p>	<p><b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment “A” (see page 14.)</p>	<p>Undetermined</p>
<p><b>F1</b> - Establish inspection protocols based on the job hazard analysis and communicate the results to the central safety coordinator and Metropolitan Safety Advisory Board.</p>	<p><b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment “A” (see page 14.)</p>	<p>Undetermined</p>
<p><b>G.1</b> - Evaluate the current organizational placement of the central Occupational Safety and Health Program. (Recommendation 6.2, page 64.)</p>	<p><b>Accept.</b> The Department of Law accepts this recommendation and can help facilitate the transfer of the program to the Department of Human Resources by drafting the necessary legislation and submitting it to the Metropolitan Council for consideration.</p>	<p>12/01/2017</p>
<p><b>G.2</b> - Establish a Safety Manager position to serve as the manager of the central Occupational Safety and Health Program. (Recommendation 6.3, page 67.)</p>	<p><b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment “A” (see page 14.)</p> <p>Implementation of this recommendation will require approval by the Civil Service Commission and the Metropolitan Council.</p>	<p>Undetermined</p>

## APPENDIX A – MANAGEMENT RESPONSE AND CORRECTIVE ACTION PLAN

Recommendation	Concurrence and Corrective Action Plan	Proposed Completion Date
<p><b>G.3</b> - The full-time safety coordinators in the Parks and Recreation Department, Fire Department, and the Police Department should be classified as Safety Coordinator. (Recommendation 6.4, page 71.)</p>	<p><b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment “A” (see page 14.)</p> <p>Implementation of this recommendation will require approval by the Department of Human Resources.</p>	Undetermined
<p><b>G.4</b> - The Mayor's office should issue an executive order that outlines Metro's commitment to occupational safety and health for its employees. (Recommendation 7.1, page 80.)</p>	<p><b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment “A” (see page 14.)</p> <p>Implementation of this recommendation will require action by the Metropolitan Mayor.</p>	Undetermined
<p><b>G.5</b> - The central Occupational Safety and Health Program should conduct audits of departmental occupational safety and health programs. (Recommendation 7.5, page 90.)</p>	<p><b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment “A” (see page 14.)</p>	Undetermined
<p><b>G.6</b> - The central Occupational Safety and Health Program should expand the role of the Safety Advisory Board. (Recommendation 7.6, page 92.)</p>	<p><b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment “A” (see page 14.)</p>	Undetermined
<p><b>G.7</b> - Every department should establish an occupational safety and health committee. The central Occupational Safety and Health Program should audit the effectiveness of these committees. (Recommendation 7.8, page 95.)</p>	<p><b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment “A” (see page 14.)</p> <p>Implementation of this recommendation will require the cooperation of every Metropolitan department.</p>	Undetermined

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<p><b>G.8</b> - Separate occupational safety and health budgets should be established in each department. Safety coordinators should be provided with expenditure authority to purchase safety equipment, training materials, etc. (Recommendation 7.9, page 95.)</p>	<p><b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment “A” (see page 14.)</p> <p>Implementation of this recommendation will require the cooperation and/or approval by the Metropolitan Mayor, Director of Finance, Metropolitan Council, and each department of the Metropolitan Government.</p>	<p>Undetermined</p>
<p><b>G.9</b> - The central Occupational Safety and Health Program should publish a Metro-wide safety newsletter. (Recommendation 7.11, page 98.)</p>	<p><b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment “A” (see page 14.)</p>	<p>Undetermined</p>
<p><b>G.10</b> - The central Occupational Safety and Health Program should develop a comprehensive Metro-wide return to work program. (Recommendation 8.6, page 120.)</p>	<p><b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment “A” (see page 14.)</p> <p>Implementation of this recommendation will require the cooperation and/or approval by the Metropolitan Mayor and the Civil Service Commission.</p>	<p>Undetermined</p>
<p><b>G.11</b> - The central Occupational Safety and Health Program should develop an ergonomics program for Metro. (Recommendation 9.7, page 133.)</p>	<p><b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment “A” (see page 14.)</p>	<p>Undetermined</p>
<p><b>G.12</b> - The central Occupational Safety and Health Program should develop plans to assure the adequacy of emergency evacuation plans and planning of Metro buildings. (Recommendation 9.8, page 133.)</p>	<p><b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment “A” (see page 14.)</p>	<p>Undetermined</p>

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Recommendation	Concurrence and Corrective Action Plan	Proposed Completion Date
<p><b>G.13</b> - The health and safety training, part of the Metro Management Institute, should be mandatory. (Recommendation 10.1, page 136.)</p>	<p><b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment “A” (see page 14.)</p> <p>Implementation of this recommendation will require the cooperation and/or approval by the Metropolitan Mayor and the Civil Service Commission, the Civil Service Commission, and the Department of Human Resources.</p>	<p>Undetermined</p>
<p><b>G.14</b> - The central Occupational Safety and Health Program should develop a policy and procedure regarding occupational safety and health training of employees. (Recommendation 10.3, page 138.)</p>	<p><b>Accepts the concept.</b> The Department of Law accepts the concept of this recommendation, however, is subject to the explanation set out in Attachment “A” (see page 14.)</p>	<p>Undetermined</p>