

OSH Supervisors' Meeting  
August 4, 2016  
Asheboro, NC

Marcy Collyer

There is only one opportunity for a supervisor to change a rating in NCVIP after clicking "submit."

The recommendation is to discuss the evaluation with your Bureau Chief and your subordinates "outside" of OE before submitting it.

Kevin Beauregard

The Assistant Director position will be posted after the November election. They hope to have it filled by January, 2017.

With Allen McNeely and Steve Sykes retired, Laura Crawford has picked up some additional tasks. She is now doing 100% of case file reviews and is serving as the Ombudsman.

The State Plan Coordinator position is posted. It has been reclassified as a Grade 75 (up from a Grade 73).

There will be a mid-August meeting with Kevin/Allen and the BCs to discuss the changes.

The CSHO raises went into effect. Other positions were not granted raises. The criteria for the raises were based on (1) a high turnover rate, and (2) results of a market study.

The legislature awarded some additional funds for 2016-2017 performance bonuses. There is no other information on it at this time.

Gary Franks is the new IT director.

NC is hosting the OSHSPA conference in Wilmington in September. HB2 is having an impact, as some states aren't allowing publicly-funded travel to NC.

The employee annual training/appreciation is at the same time as the Carolina Star conference.

There is a pending agreement with Enterprise Rental for obtaining vehicles instead of through Motor Fleet Management. More info later.

We lost two Safety Compliance Officer positions because they were vacant too long (>12 months). Make sure you fill your oldest open positions first. If needed, we can switch positions between districts; talk to Tammy Higgins for details.

Salary increases for certifications: We were waiting on the raises to go through. Now we're going back and looking at the list again to make some of those increases. Talk to Tammy Higgins if you're unsure if someone is on the list or not.

We are finally below 30 vacancies (28).

Many new candidates don't have S&H degrees. OSHR has relaxed the hiring rules.

#### Commissioner Berry

We are aware of the recruitment/retention issues.

Employee of the Year: We have sent out the request for nominations.

Thanks to Kevin for his hard work; we're going to miss Allen.

Awards season has completed. We awarded 3,574 safety awards and 119 million-hour awards.

#### Kevin Beauregard

Supplemental funds from FedOSHA: We requested \$250K; we received \$162K. Some of the items to be funded include:

Lab/IH Equipment, \$80K  
Copier for Anne Weaver, \$7,500  
Big/tall chair for Wilmington Office

#### Anne Weaver

Public Sector Survey: Second notices have been sent out.

Certified copies: Make sure they are true and accurate copies.

#### Kevin Beauregard

Anne Weaver is on a national work group re: the new reporting requirements.

#### Marcy Collyer

Thanks to all who help with annual training.

Lamont Baldwin asks everyone to please participate in the Carolina Star conference.

Antineoplastic agents: We will provide training at annual training in September.

Thanks for everyone's help in providing new photographs for the presentations. We hope to be in better shape by EOY.

Please complete the annual training survey; that's how we know what courses to offer.

Laura Crawford

The quality of files is great; thanks.

She is working on a spreadsheet of common mistakes; will send it out once it's complete.

Robby Jones

State vehicle use policy: Must report citations. Reiterate this to your CSHOs, especially new EEs.

New packages are in all vehicles. There are new rules for accident reporting.

Nicole Brown

Ric Schumann sends his apologies for delays from the complaint desk.

Ric will email his report to everyone.

If you have issues with the complaint desk, copy Nicole on emails to Ric.

Robby Jones

Kevin O'Barr states that [E-mod > 1.5] letters will go out in October. Follow-ups with employers will happen in January.

There was a lag in logging the deferrals, but that they should be caught up.

SHARP sites: 164 private, 41 public, 6 construction. 900 total deferrals.

Roger (somebody) is retiring; Tom Savage is retiring.

Nicole Brown

Work-from-home policy: Maximum 5 days per month. Other criteria: (1) Can't be on a PIP, (2) Must be at least a "meets" expectations. Also, monitor what they're doing!

It is okay (in fact, recommended) for supervisors to go into the field with trainees. As soon as they can write, go with them.

Read your letters and settlement agreements. Don't just blindly use the templates.

300 logs: Put comments in the narrative. Also, put the paper copies of the logs in the case file, between the OSHA 59 and the Secretary of State form.

Robby Jones

Issues on the FAME:

Logs

Insufficient documentation on reduction/reclassification in ICs. Add some stipulations.

Insufficient documentation on "corrected during inspection."

NS grouping to make it serious. Not enough.

Executive Order #83: FOM, Chapter 4 has been updated.

Jackie Spangler

No changes after closing a case file. If there are changes, open the file (by right-clicking the case closed date). Wait until the next day, then make your changes and close the file again.

Robby Jones

If you are writing off a penalty, make sure you use the correct code.

Nicole Brown

The last option for delivery (after certified mail, after sheriff delivery) is to mail it to the Secretary of State (if they're listed there). The SOS will give us delivery confirmation.

Long-term Care training at annual training: Follow the OPN for what to address, proper coding, proper NAICS, etc.

Robby Jones

For complaints with all of the information provided, but “willing to sign” is not checked, call the complainant and ask them.

Nicole Brown

If it's a current employee and they're willing to sign, it is a formal complaint. You must call the complainant for approval to reclassify it to non-formal. You must also document this in OE (preferably in the communications log).

Jackie Spangler

The communications log can never be deleted.

Photographs are purged 3 years after case closing.

Attachments are purged 30 days after case closing.

Documents are purged 10 years after case closing.

TIFFed files go to documents. They can be deleted by admin staff.

Nicole Brown

Would like everyone's thoughts on allowing CSHO IIs to be flex-workers. They wouldn't be full-fledged teleworkers, but it would allow some flexibility. The East has some open CSHO II positions that they're having difficulty filling because experienced and qualified CSHO Is that currently telework don't want to stop teleworking and won't apply for the positions. Much discussion about whether to even begin to develop a policy.

Robby Jones

Victoria Voight says that we're doing a good job.

We are not getting enough signed witness statements. We should always get witness statements (a) when the CSHO didn't actually observe the hazard, and (b) if we are attempting to use someone else (a subcontractor, for example) to establish employer knowledge.

Scope of inspection: Explain in the narrative what you told the employer that the scope of the inspection was. Don't just say that you explained the scope to them; tell what the scope was that you told them.

Admin staff will TIFF the case file summary sheet when the file is closed. The supervisor should be the last entry on the case file summary sheet, saying that it's okay to close the file.

Newly-hired CSHOs should spend some time with the administrative staff.

Enterprise Rentals: We have a new agreement with them; Motor Fleet Management is attempting to purchase/maintain fewer vehicles. The pricing with Enterprise is good, much cheaper than paying for personal mileage.

Jenny Cagle

Discussion about CSHO work plans: We need to tweak the percentages on the plans. Currently, if you get a "3" on the "minor" items (SEP activities, follow-ups, public sector inspections, etc.), but only a "1" on the "main" items in the plan (# of inspections, # of citations, etc.), then it averages out to a "meets."

Laura Crawford

We've had several motor vehicle accidents with no citations. We need some guidance. The AG's office doesn't want to cite them.

Robby Jones

Asked Marcy Collyer for a week-long Machine Guarding class, simply based on the number of amputations we're seeing. Would like to include field trips, if possible. Also, maybe there's an appropriate OTI class.

Has some OSHSPA documents if anyone wants to look at them. You may also access them at [oshspa.org](http://oshspa.org).

SUPERVISOR MEETING DISCUSSION TOPICS for		DISPOSTION OF TOPIC
Update from the Director & Assistant Director	Allen, Kevin	
Update from Staff IH - Complaint Desk, Accidents, Action Requests	Ric S.	
Update from ASH	Regina	
Update from PSIM	Anne	
Update from Legal Affairs	Jane	
Update from ETTA	Marcy	
Update from HR	Renathe	
Update from Consultative	Kevin O.	
Update from AG's		
<p>State Vehicle Use Policy – violation reporting</p> <p>Please ensure that the OSH Compliance supervisors remind their staff that if an employee receives any motor vehicle citations for infractions (i.e. tickets for speeding, equipment , DUI, etc....), they are supposed to report this to their supervisor and the supervisor is supposed to report it to Legal Affairs, Art Britt and me ( or Allen). Depending on the type of MV infractions and a subsequent conviction, it could impact their use of state vehicles. Loss of a license could also impact their ability to perform their job.</p>	Jane	
Certified copies of files/Disclosure files – OE notes	Robby	
Revised Work at Home Policy was posted	Nicole	
<p>Please see emails below. Can you please change Paragraph 3 in the settlements in OE to read?</p> <p>“Based upon that inspection, the OSH Division issued a Citation and Notification of Penalty to the Employer (hereinafter referred to as a NCOSHA-2) on 2/13/2015. A</p>	Nicole	

copy of the referenced NCOSHA-2 is attached.”		
All files are to have 300 log summaries included and remarks in the narrative describing the evaluation/finding of the entries made on the logs. Particular attention should be paid to severe injuries and multiple similar injuries/illnesses. These should lead the CSHO to investigate the circumstances related to these entries. The evaluation shall be documented in the narrative along with any recommendations made to the employer or that resulted in citations. Be sure your staff is aware of this finding.	Nicole/Robby	
Please remind your staff of Executive Order #83 Employee and Employer Fairness Initiative (Employee Misclassification) memo. CSHOs should follow the guidance outlined in the memo, as well as ensure the evaluation questions in FOM Chapter 4 have been answered to make the determination as to whether or not there is an employee/employer relationship. CSHOs need to incorporate the questions/responses in their narrative (in the Unusual Circumstances Section of the narrative) and need to summarize their final determination of the employee/employer relationship at that jobsite. Please follow the coding requirements in the memo. The codes allow us to run a report so NCDOL can make a referral to the Industrial Commission of potential employee misclassification.	Nicole/Robby	
Please make sure that <u>ALL updates to inspections are complete before you close the inspection</u> . We have had several updates after the inspection has been closed in the Osha Express and when transferred up to the OIS they will reject. The OIS system does not allow for ANY updates after the inspection is closed. If the inspection gets closed and an update needs to be done, you must open the inspection back up, then make your updates the following day, then reclose the next day. So it is important to get all information in the system before you close it (ISA, SA, changes to violation information etc.). Please notify me of any updates you may need to make when an inspection is closed. These types of Errors	Jackie	



<p>coming back from the OIS can take several days to resolve and can cause more issues with batch processing.</p>		
<p>I can't tell in OE, what efforts by our staff were made to deliver these particular citations (maybe there is something in the hard copy of the file). OE indicates the inspection was opened in December 2014 and a citation package was generated with an issuance date of January 6, 2015. There is no info in OE on what took place during the 6 months that OSH had to issue citations/penalties to the employer. However, if the employer never received their citations then there were never any penalties assessed to the employer to write off. In those instances, the citations and associated penalties should have been deleted out of the system, with an explanation of why they could not be delivered. You can't write off penalties that were never assessed, so shouldn't the reason that penalties are being waived be "statute of limitations expired"?</p> <p>On another note--why would this would be coded "written off by the solicitor", if it is being recommended to be written off by the OSH staff? What's the solicitor have to do with it? If these are being written off (which I don't think you can write off, if they were not issued), shouldn't they be written off per AD/RA (In NC -District Supervisor/BC)? You would only use written off by SOL (AG's Office), if the AG's Office provided a legal argument why they should be written off such as they would not take the case to a hearing for a specific reason.</p> <p>I am a little concerned that there may be a significant number of inspections with citations/penalties out there where citations/penalties have not been delivered to employers, but we are proceeding as if we delivered citations/penalties. The sups and BC's should be tracking this and making determinations as to what needs to be done in each of these instances where there was no successful delivery. 95-135(b)(1) requires OSH to <u>deliver citations and notice of any penalty to the employer via certified USPS mail ( signature confirmation) or by hand delivery.</u></p>	<p>Robby/Nicole</p>	

<p>95-137(c) is very clear that <u>no citation may be issued..... after the expiration of six months following the occurrence of any violation</u>. If we have not met these requirements, then you OSH does not have valid citations/penalties (nor receipt dates, issuance dates or final order dates). I am not sure how this has been processed previously in IMIS or OE where citations are not issued within 6 months. However, the choices would likely be to permanently delete citations/penalties with an explanation note in file ( which is probably the correct way to do it) or delete penalties per Dist Sup/BC and retain citations in OE even though OSH could not use as a repeat, etc....if challenged due to non-delivery to employer per the Labor Laws).</p>		
<p>Based on my results, I am suggesting that a LTC formal training be initiated for all compliance officers to ensure that the elements of LTC are addressed to included Bloodborne Pathogens, Ergonomics, slips trips and falls, Tuberculosis, and Workplace violence. We identified 11 inspections statewide that were potentially coded incorrectly as LTC.</p>		
<p>What should be the normal supervisor action when a complaint comes in electronically with sufficient contact information from a current employee who does not electronically sign the complaint? Should the complaint desk mark “willing to sign” when the complainant had the opportunity but didn’t? You could infer the disclaimer language persuaded the complainant to not sign.</p> <p>The Complaint Desk should continue to put no for willing to sign, if they mark “Did not sign” on the form, unless we are able to contact them prior to entering the form and they tell us that they want to sign it. We did add to the FOM a couple of years ago the part about a supervisor or CSHO contacting complainants who are employees or representatives for non-formals to verify that they did not want to sign the form:</p> <p>All nonformal complaints will receive a response. The type of response whether</p>	<p>Robby</p>	

<p>letter, telephone call, or inspection may be dictated by the gravity of the specific complaint in question. <i>Prior to responding to the complaint, the district supervisor or the CSHO will contact any complainant who is an employee or an authorized representative of an employee (as defined in FOM Chapter IX, Section A.2). Information received from a complainant could clarify the complaint items. If the complainant is an employee, contact can also verify that the complainant does not want to sign the OSHA-7. The district supervisor or CSHO will document contact with the complainant on the Case File Summary. If the complainant cannot be reached, the district supervisor or CSHO will include an explanation on the Case File Summary.</i> The procedures described below include responses to nonformal complaints designed to ensure correction of hazards identified in the complaint: (A nonformal complaint that has resulted in an inspection will remain non-formal on the OSHA-7).</p>		
<p>I am still seeing a number of files submitted for CFR in OE where the IC notes have been included under the “Attachments” tab instead of under the “Documents” tab. I am also seeing a number of draft settlement agreements under the “Documents” tab. All “Attachments” are purged in OE 30 days after the file closing. Whereas, “Documents” remain in OE for 10 years after the file closing. Draft settlement agreements should go under “Attachments”, and only Final signed settlement agreements should go under “Documents”.</p> <p>One of the reasons for having an electronic case file system, is so anyone with access can look up items at any time, say if OSHA asks more than 30 days after file closing why the supervisor reduced all the penalties 50% and deleted half the citations after the IC. It is much easier and efficient for anyone to view the “Document” in OE, than trying to locate the hard copy of the file or find it on On-Base. Please make sure CSHO IIs and Sups understand what goes under the two referenced tabs.</p>	Robby	
<ol style="list-style-type: none"> <li>1) The onsite 300 log review associated with all inspection activity must be documented and summarized in the case file narrative. Any deficiencies, trends, etc.... should be noted.</li> <li>2) The 300 log data, if the employer maintained 300 logs, must be entered in OE.</li> </ol>		

<p>The above was a FAME finding (we just received the final FAME) and we need to respond to OSHA <u>how</u> this finding was addressed to prevent future occurrences. We continue to have files submitted via CFR where either one or both of the above items are not being completed. This will be part of the follow-up FY 16 FAME review. You may want to go have supervisors go back and review the FY 2016 cases and ensure <u>all</u> cases contain the above information. If we have the same finding noted 2 years in a row that will not be a positive moment for our program nor for the supervisors/BC's.</p>		
<p>Teleworker policy: CSHO II Flex worker, office time,</p>	<p>Nicole</p>	
<p>We have had several hearings where the CSHO's credibility was called into question because he or she did not obtain signed witness statements that supported the testimony provided by the CSHO at the hearing and/or where the CSHO testified about statements allegedly made by individuals at the site which were not included in the report. It is important for the CSHO to include all relevant information (for us or against us) in the file and to obtain signed witness statements that support the items covered by the report when the CSHO is not an eye witness to the violation or is relying on witness statements to establish one of the elements of the item – EE exposure or ER knowledge.</p>	<p>AG's</p>	
<p>Scope of the inspection/permission to conduct the inspection. We have had several cases in which the ER has challenged the scope of the inspection. It is important for CSHOs to state in the narrative that they notified the ER of the proposed scope of the inspection in plain language (limited to the accident or complaint items plus anything in plain view – not an unprogrammed partial referral inspection) and received the ER's permission to conduct the inspection. If, for some reason, the scope of the inspection is later enlarged, it is important to document that the ER was informed of the proposed expansion and provided permission to proceed with the expanded inspection. We need to establish that</p>	<p>AG's</p>	

knowing and voluntary permission was provided for the expanded inspection. It is not sufficient to inform the ER that the inspection is being expanded per OPN 140 or some other operations notice and, hearing no objection, proceed with the expanded inspection. The ER needs to understand that it has a choice in the matter and must verbally consent to the expansion. If it is an OPN 140 inspection, the CSHO needs to inform the ER of the items to be covered.		
Also, there have been a couple of cases where CSHOs did what they considered to be comprehensive or OPN 140 inspections within the last 3 years but when OSH returned to the site for accidents or complaints, a decision was made to expand the scope because a review of the previous inspection file disclosed that a less than thorough job had been done on the previous occasion. This is problematic. If you tell the ER that you are doing a comprehensive or OPN 140 inspection and they give permission to do one then they have some cause to believe that is what you did. It is hard to explain to an ER or a hearing examiner – which OSH didn't really do what it said it was going to do last time so it is going to do it this time. This has come up twice recently.	AG's	
Performance evaluations, next year's work plans	All	
Tiff'ing casefile summary sheets	admin	
OPN 64 training, CSHO's to spend time with admin	admin	
Printing letters in documents several times, need to remove incorrect letters.	admin	
Referral by temp agency: enter against host or temp?		

[illegible]

[illegible]

# Statewide Supervisor Meeting

**Date:** 2/4/16

**Start Time:** 10:00am

**Adjourned:** 3:00pm

**Scribe:** Nicole H. Brown

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## Attendees:

Fleda Anderson	Laura Crawford	Doug Jones	John Saunders
Lafayette Atkinson	Regina Cullen	Robby Jones	Jackie Spangler
Kevin Beauregard	Ed Geddie	Karen Kelly	Paul Sullivan
Nicole H. Brown	Jane Gilchrist	Allen McNeely	Steve Sykes
Jennie Caigle	Ben Harris	Bruce Miles	Kaye Thibodeaux
Renathe Cotton	Neesia Hill	Lee Peacock	Anne Weaver

**Special Guest:** Commissioner Berry

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Opening Remarks/ Welcome – Nicole H. Brown

- Everyone was greeted and welcomed to the meeting and informed that the meeting would follow the agenda until Renathe Cotton, Human Resources Director, Jane Gilchrist, Legal Affairs, and Commissioner Berry arrived to the meeting.
- Robby Jones welcomed first time attendees, since their appointment to their new position, Neesia Hill, District 9 Supervisor and Laura Crawford, OSH Reviewer to the meeting.

Director's Office Update - Allen McNeely

- Informed everyone that he and Kevin had been visiting District meetings and they have three (3) they still need to attend sometime in the Spring before they begin their rounds again.
- They have received a lot of feedback from CSHOs during the meeting which has centered around communication, office morale, balancing time in the field and report writing, differences b/w districts, and work at home
- They indicated that CSHOs also shared some good ideas with them which they felt would improve communication and information sharing between the different districts/bureaus. CSHOs asked if the hearing examiner decisions can be put on the OSH One Stop and requested Spanish training for Falls (ETTA has set up). In addition they indicated that they liked the lunch and learns that were being done in the East and requested that they be done more frequently
- An update was given on the 2015 FAME monitoring audit that was being conducted by the FEDs
- FedOSH has reviewed ~ 100 OSH inspection cases; the audit also entailed a look Consultative Services, as well as the Alliances and Partnerships; the closing has not been scheduled, but



following the closing the findings will be shared with everyone. They indicated that the audit may reveal some findings, observations, or both, which will require a response.

- There was a recent OSH Advisory Council meeting where Robby Jones and Ted Hendrix attended and provided some training. There were 3 out of the 11 advisory members present for the training/meeting. Robby discussed the temporary initiative and Ted talked about his Bartlett Milling inspection. The OSH Advisory Council met twice this year.
- We also talked to them about Poultry industry, which is a point of interest for the Advocates;
- The OSPHA meeting is scheduled next week in Scottsdale, AZ, in which Kevin and Allen will be attending. They were asked what NC to share what they with poultry since it is an area of emphasis currently. has been doing lately in poultry which will be shared with others attending the meeting
- Several issues (i.e., bathroom breaks, retaliation, etc.) have been a focus for the poultry industry. There has been discussion to have the Food Mfg. SEP team discuss these issues and determine if this is something that our Food SEP team should be addressing.
- The Department has provided increases to 80 employees that have obtained professional certification; recently 29 employees within the Department were able to take a sponsored ASP/CSP prep class
- Notification of a CIH prep class that may be available in the future
- Supervisors were notified that it is likely that NCDOL will likely have to increase their penalties as a result of FedOSH increasing their penalties. It is anticipated that a \$7000 will be \$12,744 penalty.
- Jon Helberg who is the developer of OSH Express is scheduled to come Raleigh 2/15-2/16 to look at 2 new modules. The modules will be for ASH migrant housing and PSIM targeting system.
- Currently OSH Compliance is working to address salary retention issues. OSH Compliance has received notification that we received money from the salary adjustment fund to address retention issues in positions that has had the most retention issues. The positions that were looked at were HCOs and SCOs, as well as a couple of training positions. OSHR has a compensation classification project underway in which they are looking at addressing salaries for specific positions. Once everything is approved OSH Supervisors will be notified so that they can share with staff.
- Kevin, Allen and Jane and Victoria will be attending the OSHPA meeting in Arizona next week

**Assistant Director – Kevin Beauregard**

- Welcomed everyone to the meeting and expressed gratitude for the work that everyone is doing, which was also expressed to the Commissioner at the Gold Star growers meeting the day prior to the Statewide Supervisors meeting
- Kevin stated that he hoped to get a handle on the turnover in OSH Compliance. He stated he understood the staffing issues and indicated that he hoped the increases CSHOs will receive as a result of OSH Compliance receiving money from the salary fund will help with the turnover. He stated he realized that it is a step in the right direction.
- One of Laura duties as the OSH Reviewer and one of her special projects was to work on the turnover report for CSHOs; they have known for a long time it has been an issue and they wanted to use this report to discuss with the legislature (posted on the Director's page) it will be in the upcoming OSH update
- OSH management has asked for some funding from the salary adjustment fund; they heard back that they may get some of that funding for CSHO positions; their office is still in communication with state HR; they will share that information as soon as they know the final decision regarding additional funding of salaries
- Kevin informed the Supervisors that OSHR did their own research and they found the same findings as NCDOL did regarding the pay discrepancy between private and public sector working in the same field; We were informed that they intend to roll out a grade classification by June 1st; Most of our staff will fall into a grade classification of 1 and 25; OSHR have condensed the job classifications and have similar job titles covered by a specific classification, which increases the salary range; OSHR are doing market surveys and finding out where our jobs are in comparison to private sector, the legislature still need to fund the positions; Once this reclassification project is complete employees will be able to access on line
- Allen chimed in and stated that for OSH Compliance the Health and Safety positions were affected in the reclassification and there will no longer be a Health and Safety designation (by discipline) all positions will be CSHO I or CSHO II
- Kevin very much enjoyed the district meetings they have attended; enjoyed the discussions, as well as meeting the staff
- Kevin mentioned that a large part of retention has to do with the salaries we can offer in comparison to the salaries in the market
- During the visits to the District meeting Kevin stated they were hearing some good things and that most of the staff were very comfortable with talking to him and Allen; he stated that he thinks it is good to have this type of dialogue and conversation with the staff periodically and that they will continue to visit district meetings on a periodic basis; Kevin indicated he has not gotten to all the districts he has a couple more in the West that he needs to visit and plans to do so in early Spring; Kevin informed everyone that based on the conversation and comments from CSHOs/staff he found that there is a lot of misinformation out there amongst the staff and he encouraged Supervisors to increase communication with their staff and make sure Supervisors

are aware of policies and procedures so that they are communicating correct information to their staff; he was surprised to find out that CSHOs/staff do not know the difference between a Division Policy and a Compliance Policy; he also learned that some Supervisors may not be providing their staff with correct information which is contributing to the problem and miscommunication issues; he stated that Supervisors need to get back to their staff promptly whenever they raise a question or concern.

- He stated that Supervisors need to inform their staff that their fellow colleagues (i.e., CSHOs) cannot resolve their issues. They need to go to Supervisor, BC, HR, Director's Office, etc. but they need to follow the chain of command. He stated that he discussed this during some of the district meeting visits.
- He mentioned that if CSHOs do not understand a policy or procedure it could negatively impact lapse time. He stated that he directed CSHOs to have a conversation with their Supervisor and BC and if they do not understand or feel they can properly address the question they should go to their Supervisor; he informed CSHOs of the Action Request policy and advised CSHOs to complete an action request if they felt further guidance was necessary.
- Kevin told Supervisors to not pass the buck on to someone else; Supervisors should be able to communicate and support policies and procedures; be part of the solution instead of the problem
- Kevin mentioned ways to improve communication; He stated that Supervisors should have regular staff meetings, He stated that he regularly meets with Robby and Nicole to ensure we are all aware of what is going on in both Bureaus- it is a way for you to keep up with everything; He recommended get together with their Bureaus (similar to the lunch and learns, etc); when communication is not great it seems to move towards an unpleasant working environment (which can be perceived to be hostile);
- Kevin stated that seeing your staff in the office everyday doesn't tell you what they are working on and what the status is for reports, Supervisors should be meeting with them to find out the progress of reports and working with them to reduce lapse time; our goals is for everyone to meet their requirements; it a lot of angst if we have to go to the disciplinary policy; best way to keep the people is to keep them happy by them understanding why they do things and that you will go to bat for them; you want to like your job and be compensated fairly
- CSHOs need to understand the legal requirements as to why we do certain things (to uphold citations/ legal requirements for EEO, HR policy, disciplinary policy) if there is a rule regulation policy and procedure we need to adhere to it; Supervisors must also have an understanding the legal requirements of policies and procedures and they are responsible for ensuring compliance with the policies and procedures.
- During one of the district meetings there was a discussion regarding work at home and the CSHOs did not understand why they have to seek approval to work from home. Kevin stated we have to follow the Wage and Hour policy. If a Supervisor is aware a CSHO is working from home then they both are violating our policy if the CSHO is not documenting their work time; Supervisors need to explain to the CSHO how an accumulation of comp time can also impact CSHO availability.

- Communication is hard, but it will resolve a lot of issues
- OSHA is working on the emergency responder standards (be applicable to Fire Department, EMS); NCDOL is not thrilled about the new standard, but it is applicable to State Plans only because FedOSHA do not have jurisdiction over emergency responders in most cases; OSH management do not think it will come out this year, but will keep everyone posted if it does come out
- OSH Complaint desk is now accepting electronic signatures on complaints - NCDOL will accept those as formal; the State does accept it and recognizes electronic signatures
- OSH management run reports at the end of the year (we use in the SOAR report), but recently when the reports were ran Kevin noticed a difference in the number inspections on the November and January reports that were ran for the same time period; The number of inspections should not have changed and the reason there was a difference is believed to be because CSHOs are not saving the OSHA 1's final; If the OSHA 1's are not saved final it does not count the OSHA 1
- It was discussed that some CSHOs may not be saving them final because they thought they could not make changes to the OSHA 1; that is not true. Changes can be made by the CSHO, the only change a CSHO cannot make is to the Establishment Name. The CSHO should contact Karen/Jackie if changes need to be made to the establishment name; These inspections will not be counted when reports are ran at the interim/final if the OSHA 1's are not saved final
- OSHA Express build release (3 or 4 outstanding bill request); change request for administrative penalties is one of the biggest ones (it will pull up the appropriate penalties for administrative standards) - separate tab for administrative penalties; communication log (make entries permanent); we are in the process of going paperless for complaint/referral investigations (everything will be done electronically; change having to do with the "dba"; vendor has agreed to make some changes; those changes will allow us to use that dba field
- Kevin acknowledged it is a struggle for Supervisors right now due to staffing issues and having so many new CSHOs; he stated he appreciate what we do; He recognized that newly released CSHOs are being asked to do accident investigations prior to having the accident investigation and legal aspects class; He informed everyone that he has requested that ETTA schedule an accident investigations and legal aspects class in the next couple of months

#### **Commissioner Berry (Special Guest)**

- wanted to meet with everyone to let us know she feels our pain (turnover, training of new people); Commissioner Berry also wanted to be the bearer of good news. She announced that NCDOL has a salary adjustment fund; She informed everyone that they looked at positions 85% below market value and that has had a 10% turnover rate within the past 10 years (positions looked at SCO/HCO I & II). She further stated that in order for an employee in one of those positions to receive an increase they would have to be employed on or before 2/1/16 and be in good standing (i.e. work performance); the increases will be retroactive back to 1/1/16; request

will go to 2/17/16 to State Budget Office for the funds to be used for increases (different percentages); hope to see the increases appear in the February paycheck; it will not solve the problem but it is what we have been allowed to give to help address the issue/problem with retention and salaries

- Commissioner Berry thanked everyone for sticking through this difficult time with losing personnel; She stated that it is almost a crisis situation for Supervisors; Supervisors and CSHOs jobs are becoming more difficult and they are under pressure to get the job done and meet the numbers; She wanted to make sure we are using all of our resources to the best of our ability
- NCDOL is not the only ones asking for a share of the salary fund; she vowed to continue to pursue more money for our employees
- She also informed everyone that the Department is requesting more money for IT; The state has mandated things we have to do under the Department of Information and Technology (imposed things that are not in our budget); asking to help us and other Departments; IT Department is so critical to everything we do; ask for us to bear with them while they deal with the changes
- Our jobs are critically important and what CSHOs do is very important; when there are no injuries or fatalities it is a good day; she appreciates everything we do; she is not dealing with what we are dealing with on a day to day basis; If she encouraged Supervisors to call her if there are any issues she needs to address; however she wanted personnel to talk with their management first
- She informed everyone of upcoming events and other things she has been involved with recently
  - o Attended the Gold Star Farmers meeting yesterday
  - o Will be attending 31 Safety Award banquets (upcoming)
- She stated that when she make her visits she share outstanding comments about our staff when she is attending banquets throughout the state
- o **Question** from Supervisor Atkinson : Will the funding be for vacant positions? **Response:** money will not be available for vacant positions (state classification/reclassification project could possibly address that if it is funded).

#### **HR Update – Renathe Cotton**

- Class and Comp (they are condensing the Health and Safety classes ) will be called Health I/II and Health Consultants OSHA Industrial Hygienist / Safety I/II and Safety Consultants -Safety Consultant; 4 quartiles - for the position
- looking at raising the minimum salary in most of the classes for the vacant positions - HR will receive the salary scale in April; Supervisors pay range are not being looked at currently; Administrative positions will be affected as well
- money will be given to all positions (looking at the bottom and then moving upwards)

- **Question.** Why do we post jobs with a salary range when we new hires come in at the bottom of that range? **Response:** The range is put on the posting because you may have someone coming in from another agency, but it also allows for someone with a professional certification to be offered more money. We will not advertise a position for no more money than what is already in that position.
- Market analysis shows the salary should be ~ 60k for Safety positions.
- House Bill 495 - no longer a most qualified pool; removed from recruitment pool; It changes in the justification as to why the candidate is not hired; non-hires can challenge the selection process (i.e., experience, interview scores, etc.) need to be detailed on the PAR forms
- Developing a training program for Supervisors roll out in March
  - o 1st topic Employee Relations (disciplinary process)
  - o Pam Short will be leaving on 2/12 promoted to work in IT for Tina Morris- Anderson
- **Question.** NCVIP - anyway we can change who the initial task goes to first? It seems that it should go to the Supervisor first, then to employees. **Response:** No. You can have the discussion with employee and tell them to let the progress period expire by not doing anything in NCVIP because it still allows the employee to comment after you enter your comments.
- All employees have to take an 8-10 minute training. Read the "Do Not Reply" emails to see what actions are needed.

#### Jane - Legal Affairs

- Motor Fleet (auditing fell by the wayside but now Carla will be assisting with this process)
- There has been a change the release form for use of state vehicles and therefore everyone will need to complete a new form
- Employees have to sign a new release form regardless of whether or not they drive a state vehicle. The purpose is to ensure they have a valid license to drive their own POV. The job requires employees to be able to drive and the Agency has to ensure that everyone has a valid driver's license. If you hire someone from another state, the employee would have to obtain their driver's record and we will reimburse for the license check
- Executive Order 83 - Governor is creating the classification section in Industrial Commission; will provide information about employees that have been misclassified; will be working on how to capture these employees; if an employer states during the inspection that "these are not my employees" we need to capture these employees; we also need to capture those employees that present that argument during an informal conference; the Agency intends to capture these employees on the Wage and Hour side of the house (regardless of the contestment of issuance/contestment of citations)
- CSHOs should no longer be requesting Social Security #'s; but they need to continue to obtain the employer's FedTax ID number

- Recently we have had issues arise when CSHOs/employees leave (resign, retire, termination) the Agency. Supervisors are not doing the required library check to ensure that the employee did not have any library documents checked out; Some staff have left the agency and they are assigned equipment which has not been turned back into their Supervisor; Jane informed everyone that we legally cannot take the equipment out of an employee's paycheck without written consent. Supervisors were advised to write down the value of the equipment so that when an employee the agency without returning the equipment their final paycheck will be deducted (yearly adjusting the value of the equipment), as long as we obtain written consent
- Update on angioplastic commission - Rules review commission filed 10 + objections and it has to go to General Assembly if they do not take action on within the time frame it will become law (rule); Mandated we developed rules based on NIOSH recommendations; General consensus of the group would be to adopt it by reference with any future changes
- Received a message from Victoria Voight (please put pictures in OE photos tab)

#### **PSIM (update) - Anne Weaver**

- Targeting system. Assign the most recent assignments off of the assignment listing.
- General Schedule assignments - new ones posted middle of last month (Class 2's coming out); may have to reach into SEPs to meet goals
- Anne addressed issues regarding Media requests for inspection files; She stated that Supervisors need to ensure that all documents are contained in the inspection reports; her Bureau has received files that are missing photos, documents, etc; She also expressed that on related High Profile cases CSHOs/ Supervisors determine if the documents should be the same in all files and if so, they need to makes sure of that before sending the files over to PSIM

#### **Steve Sykes (FAME update) –**

- Formal process is completed; however we are awaiting a closing conference looked at about 100 case files (2-3 brought to her attention). One was in East/ West. Last comprehensive audit in 2013; based on what we have heard so far is that most things look good; Feels good about the audit results; Interviews were conducted via telephone, which was also reported as going well. We will receive a draft report by end of March 2016.

#### **Kevin follow-up to salary adjustment. He stated the following are the criteria for the salary adjustment**

- If a CSHOs pay is already above the hiring range and this increase would create an inequity
- A CSHO is ineligible if they have an active disciplinary action
- There are some CSHOS that may not receive the maximum adjustment which is up to 7%

#### **Staff IH update – Nicole**

- Copies of the sampling data was provided to all Supervisors for review

- Question from Supervisor Sullivan: Do the other states use the Health Hazards and how are they managing their program? He asked to look at other options to pull these types of assignments because the current lists are very bad.

#### **ASH (Regina)**

- Gold Star Growers 22nd annual training (maximum capacity); It was held at fair grounds during Ag week; employees are improving housing; 2015 upgrades to housing 1million dollars (farmers matched money)
- consolidating safety modules to one DVD
- pre-occupancy inspections (50% bi-lingual)
- Had 3 employees in ASP/CSP course

#### **ETTA (Ed Geddie)**

- Reminded Supervisors of ensuring compliance with the requirements of OPN 64; one of the CSHOs training record indicated they had not completed the core courses within the 3 years (Safety/Health CSHOs have a training track)
- upcoming internal training classes (legal aspects and accident investigations)
- temporary worker initiative training scheduled for 4/14
- next week OSHA 100 course will be offered
- status of power point (have 6 presentations left and are at labor for final approval); (i.e., Ergo, LOTO, heat stress, etc.); working to get them reposted because of inquiries ETTA has received from the public
- suggestion to ETTA was to provide a webinar regarding the updates to One Stop Shop/ FIS so staff can become aware of the changes; He requested that Supervisors ask their districts if this would be beneficial and provide feedback
- FIS documents going through revision (SN 56 - heavy/light duty staplers; Heat Stress - plan to get that out well in advance of the season so that it can be sent out to employers. He mentioned that there may be situations in which heat stress related issues may be handled with rapid response letter; He further stated that within the document it would outline the minimal requirements for a heat stress program. Looking at revising the heat stress letter (with less recommendations) and modify it so that it could also be used with complaints/referrals.
- walking working surfaces final rule as fallen off OSHAs radar; as well as silica
- next fall 9/20-9/21 NC will host the OSHPA meeting in Wilmington



*All adjourned with the exception of OSH Compliance Bureaus and District Supervisors. Prior others leaving BC Brown informed everyone that the format of the meetings will be changing. After all the other Bureaus updates OSH Compliance Bureau Chiefs will meet with District Supervisors and use that time to conduct training, discuss/develop policies and procedures, etc. Supervisors were informed that we would be breaking for lunch moving forward and that the meeting will last longer. Everyone was asked to ensure they put the meetings on their calendars and plan accordingly.*

**OSH Compliance Update – Nicole**

- Reviewed the meeting agenda (see attached)

<b>SUPERVISOR MEETING DISCUSSION TOPICS for February 4, 2016</b>		<b>DISPOSTION OF TOPIC</b>
<b>Update from the Commissioner</b>	<b>Commissioner</b>	
<b>Update from the Director &amp; Assistant Director</b>	<b>Allen, Kevin</b>	
<b>Update from Staff IH - Complaint Desk, Accidents, Action Requests</b>	<b>Ric S.</b>	
<b>Update from ASH</b>	<b>Regina</b>	
<b>Update from PSIM</b>	<b>Anne</b>	
<b>Update from Legal Affairs</b>	<b>Jane</b>	
<b>Update from ETTA</b>	<b>Wanda</b>	
<b>Update from HR</b> – Classification/Compensation update, NCVIP, handling qualified applicants/applications and interviewing; We are currently working on a training that will involve and focus on all levels of discipline. The training will be agency wide to all supervisors. NVCIP interim period ends 2/24. Our goal is to provide the training in March. We have a lot of new supervisors in OSH and S & I and this will be beneficial to all.	<b>Renathe, Terri</b>	
<b>Update from Consultative</b>	<b>Kevin O.</b>	
<b>Update from AG's</b>		
<p>Just wanted to relay a concern regarding CSHO's potentially releasing unredacted documents to unauthorized requesters. There may have been a recent incidence where NIOSH somehow got a copy of an unredacted Fatality/Accident Notification Form (which has right on the form or the email that the document cannot be released). It's in the FOM (and I'm not sure right off the top of my head) how to handle requests from NIOSH, but in summary, NIOSH has to request in writing from PSIM (just like anyone) documents they may want from any file and PSIM does not send NIOSH unredacted documents.</p> <p>I know we have so many new CSHO's now that sometimes they may see these "sister" agencies as just part of an investigation, but maybe they need to be reminded or advised that sometimes they can't share (in document form) certain information. Just wanted to make you aware.</p>	PSIM	

<p>The unadjusted admin/regulatory penalties that OSH assesses include: \$500.00, \$1000.00, \$2,000.00, \$2,500.00, \$3000.00, \$4000.00, \$5,000.00, and \$7,000.00. At this time we do not have Admin Penalties in the OE so when citing these the GBP will be 0.00 if the Severity and Probability is Non-Serious/Lesser. You will have to calculate the penalty as directed in the FOM Chapter IV-Penalties and place the penalty amount in the proposed penalty box with an override explanation.</p>	Jackie/Kevin	
<p>I'm glad nothing is checked out to him since he already separated and his supervisor didn't notify me (most of them aren't asking me if something's checked out to them).</p> <p>Library – Employee has returned all books and materials. (Email confirmation from Librarian required). Fee will be deducted from final paycheck if books or other materials are not returned.</p>	Wanda/Robby	
<p>As requested you wanted me to remind you about the OPN 64 training guidelines for the supervisor's meeting. Specifically you want to address the training tracks and ensure supervisors are aware their staff are on one of three tracks and that they are meeting the 1 and 3 year training goals.</p>	Wanda	
<p>Some insight on the OE Dashboard. Items highlighted with red dots in the "Final" column are awaiting some action. These should be top priority. Any actions must be entered under the UPA Actions and UPA Response tab. Admin will update the Send Letter and Receive Letter tabs. Items highlighted with a green dot, have had some action entered. This does not mean they are complete. Many will require subsequent actions to include follow-up with the employer for late or incomplete responses. When satisfying complaints and referrals, be sure to mark safety and/or health to match as it was entered by the complaint desk, also check the box "Close". When assigned for inspection and the CSHO completes these actions, the activity will be removed from the dashboard.</p>	Robby	
<p>If you retrieve information from the fax and see an <b>informal conference (IC) request form</b> please take it to admin so that it can be date stamped. Informal conference request forms received via email must also be taken to admin so that they can be date stamped.</p> <p>All informal conference request forms <b>MUST</b> be date stamped to show the date of receipt. Admin has to enter an S 06 code in Optional Codes in OE to indicate the date the employer requested the informal conference. This is generally the date the informal conference was received via fax, email, interoffice mail, and/or mail (currently admin date stamps all IC requests that are received</p>	Jackie/Karen	

<p>via interoffice mail and/or mail). The date stamp lets the Supervisor/CSHO II know whether or not the request was received in the allotted time (15 working days from receipt of citations) to request the informal conference.</p> <p>In the past, some of the IC requests have not been properly tracked (date stamped) which has created difficulty in determining when the IC request was in advance for your adherence to this internal policy/procedure.</p>		
<p>Temporary agencies have a responsibility to determine what type of work the staff they are providing to a host employer will be performing and the equipment and hazards that those employees will be exposed to. The temp agency shares a responsibility with the host employer to ensure that the temp staffing receives the appropriate safety and health training (the temp agency can either conduct the appropriate training themselves or otherwise take reasonable efforts to ensure the host employer conducts any appropriate safety and health training). If it is determined during an OSH compliance inspection that temporary employees have not been adequately trained, the host employer and temporary agency could both be cited for training related violations. Additionally, depending on actual or constructive employer knowledge both employers could also be cited for additional standard violations. Will the referenced OSHA documents (section C) be added as appendices? I think having easy access to those documents, would be helpful to CSHO's.</p>	Robby	
<p>Victoria indicated to me today that she felt that we lost this case because the CSHO did not get written, signed statements following employee interviews. She indicated the csho did a good job testifying, but without corroborating employee/employer statements the hearing examiner wasn't going to side with OSH. Evidently the interviews conducted by the csho with the employees were in Spanish which was fine, but signed statements were not obtained. The csho testified at the hearing what the employees told her. The employees did not verify what the csho indicated (not even sure they were at the hearing). The supervisor at the hearing indicated that the information that the csho indicated in her testimony that the employees had told her was incorrect. The employer rep indicated he was there when the csho was talking with the employees, but because he did not speak Spanish he had no idea what they were indicating. If they had in fact provided her with inaccurate info, the employer rep indicated he would have provided accurate information if the csho had asked him about it. Victoria wanted me to stress to you the importance of obtaining signed witness statements when citing for violations that were not actually observed by the csho and we are relying on statements of the employee/employer.</p>	Nicole	
<p>OSHA 1 entry as soon as possible. Difference from Nov to Jan was over 100 for the FFY.</p>	Robby	

<p><b>Public Sector Legal Name, Chapter 3 page 21. <u>Employer Legal Name</u></b></p> <p>The legal name of the employer, the type of legal entity, and whether it is a subsidiary of any other business entity. This information will be verified through the Secretary of State's office or appropriate local authorities and documented in the case file. When an inspection is opened with a local government or other state facility, the CSHO will verify the legal name with the highest ranking official and use this name for the inspection. If the highest ranking official does not know the legal name, the CSHO will request to speak to their management to clarify the correct legal name. The CSHO will document on the narrative the name and title of the person who provided this information.</p>	Robby	
<p>The response to injury and fatality reports memo dated 5/4/15 has been confusing for a lot of people and I still do not think it is clear, as it relates to CFR. I know in a Supervisors meeting we stated that any inspection that fell under #1 would automatically be a CFR inspection, which is very clear. The issue is the ones that fall under #2 that are inspected.</p> <p>Kevin kind of left that up to the Supervisor at one of the meetings. He said you don't want to be made an example of by not sending a file through CFR that requires CFR, which has resulted in me taking the approach when I was a Supervisor to forward any inspections that we conducted that fell under #1 and #2. I've also been told that if we seek AG consultation on a file then it should go through CFR, but that has been confusing to some newer Supervisors as well. I've always erred on the side of caution and contact was made other than a simple question, but if the file was forwarded for their review I would continue the process; however some supervisor has taken the AGs office saying no CFR meeting is necessary (for those in #2 on the memo) as saying they could process the file without going through the CFR process.</p> <p>I agree the grey area exists. I haven't run into that particular problem yet. Part of the confusion lies with the AG's office. They assumed it was a CFR case when it may not have been (and mentioned it to Kevin). It could have been just a consult with further review no needed. It may help to let them know that up front, that all cases are not CFR cases. I don't think all AG cases are CFR nor should they be.</p>	Nicole	

<p>When you have violations that are grouped and you need to change the GBP on them, remember that grouped violations are like kind.</p> <p>To change the GBP you will have to take the grouping number off of the violation, then go to Penalty Calculation right click the (14a) Severity and (14b) Probability to clear out the entries. Then using the drop down select your new Rationale and the changes will take place. At that point if you need to override the penalty you can. You will then go back to the violation and re-enter your grouping number and save as draft. Your corrections will be there and print out correctly also (all this takes about 15 seconds).</p>	Jackie/Karen	
<p>Accident/Referrals: Just a reminder, when we get accident/referral notifications by email, voicemail and OSHA Hotline Referral/After Hours Transcript, we'll enter the date and time on the referral that we get the information. Sometimes they are sent on the weekend or after hours (or on holidays like last week). We will enter the date/time the company reported the incident on the serious/fatal log and the date/time we received all the information on referral form. So the two forms can have different dates and times. There have been questions about some of them recently with the holiday days we were all out of the office. We don't want to put a Friday night/Sat/Sun on the referral if they reported it then, since we will have a few days lapse time just starting out. But the date they did report it will be noted on log form to let you know that the employer did report within the 24 hours.</p> <p>Email complaints – formal/non-formal: Amanda is still working on the eNCOSH complaint form with the electronic signature box to get the fields printed out correctly. For the federal email complaints, if they are submitted by a current employee or employee rep and they check the electronic signature checkbox, they will be entered as formal, willing to sign “yes” and send OSHA-7 “no”. If you happen to see any that are not like this, let us know and we'll get them corrected.</p>	Ric	
Reassign files of departed CSHO's to ensure follow-up. Take possession prior to them leaving.	Robby/Nicole	
Paperless complaints/referrals	Nicole/Robby	

<p>The Notes section is not being utilized as it should, especially for those files that need to go to Budget. There are no notes as to why or what has transpired since the citation issuance. I am seeing this both on the Admin and the CSHO/Supervisor side. Needs to be discussed at the Sup meeting. Notes are important, I have spent the better part of the day trying to figure out and get information thru emails that should have been in the system.</p>	<p>Robby</p>	
<p>Time. I am seeing consultation files come in from the East that have OE notes telling the CSHOs not to use military time (24 hours rather than am/pm.) I am seeing files from the West where military time is being used without comment. Does it make a difference? If so, could you tell me which one is preferred?</p>	<p>AG's</p>	
<p>Citation consultation process. I have been informed that some of the supervisors have contacted Jane or Kevin wanting to know the status of consultations which have been sent to our office. If the CSHOs or supervisors have questions, the quickest way to find out what is going on is to contact the assigned attorney or me. Jane and Kevin don't have that information. I do, or I can get it. I am trying to assign consultations as quickly as I can. It usually happens within a day or so. I try to review the files before I assign them so I can see how complicated they are, what sort of shape they are in, and what sort of issues are likely to come up. That takes some time. If I think that I can go ahead and turn it around (simple cases or no citation cases) without assigning them out, that is what I do. Also, If something jumps out at me that I think needs to be addressed before going forward, I will let the supervisor know. Just because I send out initial comments doesn't mean that I won't assign it out at some point depending on the work load. For example, since the beginning of the year I have gotten a fairly large number of consultations to review. Some of them I handled start to finish. Some of them I sent out the initial set of questions and then assigned. Some of them I reviewed without sending out comments and assigned.</p> <p>As far as time frames, what I agreed to with Kevin many moons ago was to try and have a <b>first evaluation</b> completed within <b>two weeks</b> of receipt. That isn't always possible but we try. There are plenty of times the first review occurs within 24 hours but CSHOs and supervisors can't count on that always happening. When it comes to 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup> reviews that depends on how quickly we get a response to our questions, how complete the response is, and what we are working on when we get it. We try to be as responsive as possible but there are only so many hours in a day.</p> <p>I have told the attorneys that if we identify an issue or issues of concern, I would prefer that they note it and send it on up with a suggestion that we go ahead and have a CFR meeting so that everyone who will participate in the approval process has a chance to weigh in on the issue sooner</p>	<p>AG's</p>	

<p>rather than later. Otherwise, we risk having the attorney and CSHO agree on a course of action only to have the BC, Laura, Jane, Kevin or Allen thinking we should go another way which can be very frustrating, particularly for the CSHO. It is why I asked for a meeting in Baxter. It is not a reflection on the CSHO or the supervisor. For the same reason, if the CSHO or supervisor perceive that we have some sort of issue that needs to be addressed, I would encourage them to do the same thing. If they have problems with a particular attorney or questions raised during a review they are welcome to bring to them to my attention.</p> <p>With regard to the consultation process, I am seeing some differences in how the files are coming to us. Some of them are coming from the CSHOs with or without a prior review by the supervisor. Some of them are coming from the supervisors with or without a prior review. Are the supervisors supposed to be reviewing these before they come to us? Should our comments go to the CSHOs or the supervisors or both? Any guidance you could provide on that would be appreciated.</p>		
<p>Sorting the list into “groups” for interviewing is easier said than done. Justifying why I’m not <i>hiring</i> an interviewed candidate is easy. Justifying why I’m not <i>interviewing</i> a “qualified” candidate is much more difficult.</p> <p>I know we’re looking for folks with a bachelor’s degree in safety, but it’s very hard to justify putting someone with BS in safety &amp; 3 years of experience in a different group from someone with a high school diploma and 8 years of experience.</p>	HR	
File purging/Purged photo CDs	Jackie/Karen	
OPN 144A In-Compliance letters, certificates (recommendation letters)	Nicole/Robby	