



Academy of Arts & Sciences

Compass Charter Schools

Personnel Committee Meeting

Date and Time

Wednesday December 21, 2016 at 9:00 AM PST

AAS Central Office: 850 Hampshire Road, Suite P, Thousand Oaks, CA 91361
3305 Buckman Springs Road, Pine Valley, CA 91962
3625 Thousand Oaks Blvd., Suite 245 Westlake Village, CA 91362

Please join my meeting from your computer, tablet or smartphone.

<https://global.gotomeeting.com/join/156057949>

You can also dial in using your phone: (646) 749-3131; Access Code: 156-057-949

Addressing the Committee – Committee meetings are meetings of the Board of Directors and will be held in a civil, orderly and respectful manner. All public comments or questions should be addressed to the Committee through the Chair of the Committee. To ensure an orderly meeting and an equal opportunity for each speaker, persons wishing to address the Committee must send a Speaker Request Message through the form of a text message or chat box message to Miguel Aguilar, Executive Assistant to the CEO (805-807-8199). Messages must contain speaker name, contact number or email, and subject matter and sent prior to the beginning of the Public Comment section of the meeting. Members of the public may address the Committee on any matter within the Committee's jurisdiction and have **three (3) minutes each** to do so. The total time of each subject will be fifteen (15) minutes, unless additional time is requested by a Committee Member and approved by the Committee.

The Committee may not deliberate or take action on items that are not on the agenda. However, the Committee may give direction to staff following a presentation. The Chair is in charge of the meeting and will maintain order, set the time limits for the speakers and the subject matter, and will have the prerogative to remove any person who is disruptive of the Committee meeting. The Personnel Committee may place limitations on the total time to be devoted to each topic if it finds that the numbers of speakers would impede the Committee's ability to conduct its business in a timely manner. The Personnel Committee may also allow for additional public comment and questions after reports and presentations if it deems necessary.

For questions or requests regarding accessibility, please call Miguel Aguilar at (805) 807-8199.

Agenda

I. Opening Items

Opening Items

- A.** Call the Meeting to Order
- B.** Record Attendance and Guests

II. CONSENT ITEMS

- A.** Approval of December 21, 2016 Regular Meeting Agenda
- B.** Approval of the October 19, 2016 Regular Meeting Minutes

III. PUBLIC COMMENT

Personnel

- A.** Public Comment

IV. REPORTS

- A.** Staff Report

V. UNFINISHED BUSINESS

VI. NEW BUSINESS

- A.** Review and Approval of a CEO Evaluation Tool
- B.** Review and Approval of the Injury and Illness Prevention Program

VII. Closing Items

- A.** Adjourn Meeting

Next Meeting:

Wednesday, February 15 at 9 am

Coversheet

Approval of December 21, 2016 Regular Meeting Agenda

Section: II. CONSENT ITEMS
Item: A. Approval of December 21, 2016 Regular Meeting Agenda
Purpose: Vote
Submitted by: J.J. Lewis

RECOMMENDATION:
A motion to approve the consent items.

Coversheet

Approval of the October 19, 2016 Regular Meeting Minutes

Section: II. CONSENT ITEMS
Item: B. Approval of the October 19, 2016 Regular Meeting Minutes
Purpose: Approve Minutes
Submitted by: Miguel Aguilar
Related Material: Minutes for Personnel Committee Meeting on October 19, 2016

RECOMMENDATION:

A motion to approve the October 19, 2016 regular meeting minutes.

APPROVED



Academy of Arts & Sciences

Compass Charter Schools

Minutes

Personnel Committee Meeting

Date and Time

Wednesday October 19, 2016 at 9:00 AM

Board of Directors Academic Affairs Committee Regular Meeting Notice

Wednesday, October 19, 2016

9:00 AM PST

Go to Meeting

<https://global.gotomeeting.com/join/156057949>

Locations:

AAS Central Office: 850 Hampshire Road, Suite P, Thousand Oaks, CA 91361

3305 Buckman Springs Road, Pine Valley, CA 91962

3625 Thousand Oaks Blvd., Suite 245 Westlake Village, CA 91362

Academic Affairs Committee Meeting

Wednesday, October 19, 2016 9:00 AM - 10:00 AM Pacific Daylight Time

Please join my meeting from your computer, tablet or smartphone.

<https://global.gotomeeting.com/join/156057949>

You can also dial in using your phone.

United States: (646) 749-3131

Access Code: 156-057-949

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Miguel Aguilar, Executive Assistant to the CEO (805-807-8199). Messaging is available through the conference service provider, GoToMeeting. Messages must contain speaker name, contact number or email, and subject matter and sent to the Executive Assistant to the CEO prior to the beginning of the Public Comment section of the meeting. Members of the public may address the Committee on any matter within the Committee's jurisdiction and have **three (3) minutes each** to do so. The total time of each subject will be fifteen (15) minutes, unless additional time is requested by a Committee Member and approved by the Committee.

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For questions or requests regarding accessibility, please call Miguel Aguilar at (805) 807-8199.

Committee Members Present

J. Cummings (remote), J. Lewis, K. Granger (remote), L. Fishman, M. Aguilar

Committee Members Absent

None

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

J. Cummings called a meeting of the Personnel Committee of Compass Charter Schools to order on Wednesday Oct 19, 2016 at 9:01 AM.

II. CONSENT ITEMS

A. Approval of October 19, 2016 Regular Meeting Agenda

K. Granger made a motion to approve consent items.

J. Cummings seconded the motion.

The committee **VOTED** to approve the motion.

Roll Call

K. Granger Aye

Roll Call

J. Cummings Aye

L. Fishman Aye

III. PUBLIC COMMENT

A. Public Comment

No public comment.

IV. REPORTS

A. Staff Report

Lewis reported that AAS shared the mandatory City of San Diego Earned Sick Leave and Minimum Wage Employee Notification Form with our employees who live in the City of San Diego, per their new city ordinance. We submitted an Intent to Apply for the Classified School Employee Teacher Credentialing Program. If selected, we would be eligible for \$4,000 per employee who is not yet credentialed and is looking to be credentialed. We are reaching out to authorizers to look into creating a consortium and applying together as a consortium. With the change in the Department of Labor's FLSA Overtime Exemption Rule, which was released on May 18, 2016, we have moved our Enrollment Specialists (three) to Hourly Non-exempt. We will move our Advisors to Hourly Non-Exempt by December 1. The rule change affects those employees who earn less than \$47,476 annually (old rule was \$23,660 annually). The threshold will be updated every three years to keep up with inflation, and based on current projections, would rise to \$51,000 on January 1, 2020. We have also started a quarterly Leadership Book Club series for our coordinators, managers and directors. The first book is *Strengths Finder 2.0* by Tom Rath.

V. NEW BUSINESS

A. Review and Discussion of Committee Charge

Lewis reviewed the Personnel Committee charge, which was approved at the May 10, 2016 Special Board Meeting, with the committee.

B. Review and Discussion on Hiring Tracker

Lewis reviewed the Hiring Tracker with the committee. This is a new internal document meant to help track the time between posting a position, interviewing, making an offer and when a candidate officially starts with AAS.

VI. Closing Items

A. Adjourn Meeting

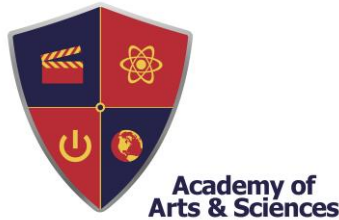
There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 9:25 AM.

Respectfully Submitted,
M. Aguilar

Coversheet

Staff Report

Section:	IV. REPORTS
Item:	A. Staff Report
Purpose:	FYI
Submitted by:	J.J. Lewis
Related Material:	Staff Report - December.pdf Hiring Tracker - December.pdf



Staff Report December 21, 2016

This report is meant to provide updates to the Board of Directors Personnel Committee:

2017 All-Staff Retreat

We have scheduled our in-person All-Staff Retreat. The retreat will take place Monday, July 31 through Friday, August 4, 2017 at Paradise Point in San Diego. The primary focus will be training on StrongMind systems for all staff. The final schedule will be shared with staff by June, prior to summer break.

Professional Development Day

Our day-long Professional Development Day is scheduled for Friday, January 20, 2017. We are working with our leadership team to build out training topics, which will include HR 101, McKinney-Vento Training, an overview of our new StrongMind system, and more. The final schedule will be shared with staff in early January.

Hiring Process Changes

There are two (2) changes to our hiring processes, to take effect immediately:

1. We will post positions internally for one (1) week. If there is not a suitable internal candidate, we will open the position to external candidates and post the opportunity on both our website and EdJoin.
2. We will only interview and hire candidates who reside within a county we serve. Our primary counties are Fresno, Los Angeles, San Diego, Sonoma and Ventura. We currently serve 25 counties across the state.

Hiring Update

We continue to update our tracking document, which helps us monitor our recruiting process. This tracks when a position is posted, how many applicants we receive, when we make an offer and when the new employee starts. *See attached.*

Injury and Illness Prevention Program

We have developed and implemented a comprehensive Safety Manual and Injury and Illness Prevention Program (IIPP). This program is designed to prevent workplace accidents, injuries, and illnesses. A formal presentation and review is under New Business.

Leadership Book Club

We have a quarterly Leadership Book Club series for our coordinators, managers and directors. The current book is *The Five Levels of Leadership* by John Maxwell.

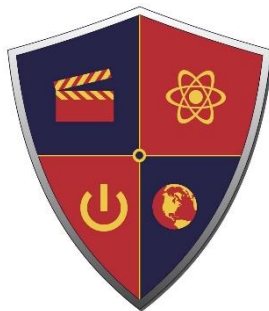
S.T.A.F.F. Committee

Our S.T.A.F.F. Committee continues to meet and create opportunities for staff to engage in fellowship in a virtual setting. The October event was a pumpkin decorating contest, where scholars and families voted for their favorite through an online poll. Congratulations to Gabriela Gonzalez, counselor, for winning first place. The December event was a Winter Holiday Celebration in Fresno, San Diego and Thousand Oaks, which included an Ugly Sweater Contest and White Elephant Gift Exchange.

If there are any questions on this report, please feel free to contact:

Lisa Fishman | Director of Operations
(818) 732-4692 – direct
lisa.fishman@aascalifornia.org

J.J. Lewis | President & CEO
(818) 824-6233 – direct
jj.lewis@aascalifornia.org



Hiring Tracker

Position	Post Date	Number of Applicants		Initial Interview Count	Second Round Interview Count	Final Round Interview Count	Offer Date	Start Date
		External	Internal					
Educational Facilitator	9/14/2016	18	1	7	4	4	-	-
							10/28/2016	10/31/2016
							10/14/2016	11/1/2016
							11/3/2016	11/7/2016
							11/1/2016	11/15/2016
Counselor	10/1/2016	15	-	9	5	1	9/28/2016	10/19/2016
Home Study Coordinator	11/18/2016	5	2	2	1	1	12/06/2016	1/2/2017
MS Math Teacher	10/14/2016	9	-	5	3	1	10/21/2016	11/1/2016
Special Education Instructor	10/5/2016	5	-	5	3	1	11/1/2016	11/14/2016

Coversheet

Review and Approval of a CEO Evaluation Tool

Section: VI. NEW BUSINESS

Item: A. Review and Approval of a CEO Evaluation Tool

Purpose: Vote

Submitted by: J.J. Lewis

Related Material:

Managing a Successful CEO Evaluation Using BoardOnTrack - BoardOnTrack Help.pdf

BoardOnTrack CEO Evaluation.pdf

FY17 Performance Review Form.xlsx

RECOMMENDATION:

A motion to approve one (1) of the two (2) CEO evaluation tools.

Managing a Successful CEO Evaluation Using BoardOnTrack

- [Introduction](#)
- [Anonymity and security](#)
- [Pre-requisites for running a CEO Evaluation](#)
- [Adding a new CEO Evaluation](#)
- [Reviewing and updating your CEO Evaluation timeline](#)
- [Checking that the participants are correct](#)
- [Action steps in detail](#)
 - [Ensure committee is formed](#)
 - [Open the CEO self evaluation](#)
 - [Complete the CEO self evaluation](#)
 - [Share the CEO self evaluation](#)
 - [Open the board's CEO evaluation](#)
 - [Complete the board's CEO evaluation](#)
 - [Open the direct reports' CEO evaluation](#)
 - [Share the CEO evaluation report](#)
 - [Create a summary memo for CEO](#)
 - [Define the development plan with the CEO and Define key results](#)
- [Re-opening a survey](#)
- [Sending reminders](#)
- [Viewing the CEO evaluation report](#)
- [Printing the CEO evaluation report](#)
- [Adding additional documents to support the CEO evaluation](#)

Introduction

CEO Evaluation process defined in BoardOnTrack outlines our lessons learned working with hundreds of charter school boards across the country. Process is a key to an effective evaluation and we have tried to take the guesswork out of this for you and outlined what to do and when to do it.

To learn more about best practices for evaluating the CEO check out our resources [here](#).

Review the questions that are asked during the surveys prior to opening [here](#).

Anonymity and security

We understand that annual CEO Evaluation is a sensitive topic. We make every effort to retain as much anonymity as possible and to ensure that the information is accessible to only those that should have access to it.

- Only board members can have access to any of the reports.
- Anonymity is retained by only allowing reports to be shared if there is a minimum of 2 responses. For the board's surveys this will not be a problem, however for senior staff you need 2 fully completed surveys to have their results included.
- The CEO's survey responses can be viewed by the board.

Below is an example of where only one staff member/direct report completed their survey, but the report was published. As there was only one response the staff results are not shown at all to the board. The same occurs if there are not sufficient board member responses.

Prerequisites for running a CEO Evaluation

There are a couple of quick items that you need to make sure you are all set to make the process run as smoothly as possible.

Need a CEO assigned

You definitely need a CEO set up in BoardOnTrack. Your BoardOnTrack admin can add the CEO if they have not been added yet. [This resource](#) will help them. In BoardOnTrack you can also see who is set up on your team [here](#).

Need a CEO Evaluation and Support Committee with assigned chair

As part of a successful process you must have an active CEO Evaluation and Support Committee and a committee chair identified. You may use a different name for your committee as long as the committee **Type** is set to "CEO Support And Eval". BoardOnTrack adds a committee of this type automatically, but if you have renamed it or deleted it ask your BoardOnTrack admin to add a committee or check the existing type. [This resource](#) provides information on managing the committees and committee members. You can see what committees and members you have assigned [here](#).

Ensure you have a person assigned to manage the process (CEO Evaluation Coordinator)

It is best practice for the board to assign a member of the CEO Evaluation and Support committee to manage the overall process and ensure that everybody is fully invested in the evaluation's success. [This resource](#) shows a BoardOnTrack admin how to assign the correct permissions.

Need all board members active in BoardOnTrack

All board members should already be set up in BoardOnTrack. If they are not, ask your BoardOnTrack admin to add them as soon as possible and ensure that they set up their account. You can see who is on your team and when they last logged in [here](#).

Need all direct reports/senior staff active in BoardOnTrack

If you plan for senior staff/direct reports to evaluate the CEO they also need to be set up in BoardOnTrack. If they are not, ask your BoardOnTrack admin to add them as soon as possible and ensure that they set up their accounts as well.

You need to make sure that the CEO, board members and staff that are planning to take part in the CEO Evaluation have already successfully logged in to BoardOnTrack.

Adding a new CEO Evaluation

Let's get started on the CEO Evaluation process. The **CEC (CEO Evaluation Coordinator)** should launch a new CEO Evaluation.

Go to "**CEO Evaluations**" and then click on "**Add**".

We will then show you the CEO you have set up in BoardOnTrack. Check that is your current CEO. If it is not select "Cancel" and update your team appropriately. If you have a Co-Executive Director/CEO scenario you can set up an evaluation for each one separately.

Provide a "Title" for the evaluation. This should be something descriptive that your team will understand.

Then select the date that you plan to kick-off the CEO Evaluation process.

Once you select a start date we will lay out a recommended timeline for you. If you need to adjust the timeline you can do so after you add the run initially. We show you how to do this here.

Reviewing and updating your CEO Evaluation timeline

Now take a look at the timeline and fine-tune if necessary. When you provided a start date, BoardOnTrack automatically created a timeline for you over a 90 day timeframe with key actions and suggested due dates.

Below is an example timeline.

Let's say however that you wish to have the whole process wrapped up earlier. Click on the [Timeline](#) to take you back to the list of all the CEO Evaluations, then click on the [Edit](#).

You can then update the date that you would like the whole process to be completed by, or even change the starting date.

You can adjust the timeline when the evaluation is in progress, however if you have made changes to individual due dates of the process actions they we'll be over-written if you change the start/end dates.

Once you have updated the start/finish dates you will see the timeline has been recalculated for you with new due dates for the process actions. If you wish to change a specific due date for one of the actions you can do so by clicking on the [Due Date](#).

If you update an individual date it only affects that specific action step and none of the following or previous dates.

Everyone who has access to the CEO Evaluation area will be able to see the process timeline.

Checking the participants are correct

When the CEO Evaluation is set up BoardOnTrack will have the CEO included as a participant and automatically add your existing board members.

If you need to remove a board member then click on the [Remove](#).

To add board members who are missing or if you are planning to include senior staff/direct reports click on the [Add](#).

You should now have a complete roster of the participants in the CEO Evaluation.

Process actions in detail

You are now ready to get rolling with carrying out the CEO Evaluation.

As you go through the process BoardOnTrack shows you a status icon, the date the action is due, and when the action was actually achieved:

The action has been completed successfully.

The action needs your attention.

The action is overdue.

Nothing needs to be done with this action item yet.

Ensure committee is formed

To have the first step checked off successfully you need to have a committee of the **Type "CEO Support And Eval"** and [committee chair assigned](#).

Once the committee is set up your first action step will be marked as complete and show you that the next one is ready for you. If you already had a committee and chair set up the first one will already be marked as achieved.

Open the CEO self evaluation

OK, let's get the CEO's Self Evaluation to the CEO. Click on [Add a personal note](#) to include in the email that will be sent to the CEO asking them to complete their survey.

The CEO will then receive an email requesting them to complete survey and the action will be marked as complete.

BoardOnTrack recommends that the self evaluation be completed and shared with the board prior to the board being requested to complete their surveys.

When someone is asked to complete a survey, in addition to the email being sent, BoardOnTrack shows that CEO Eval survey needs completion on the dashboard and that an action is needed on a specific CEO evaluation.

Complete the CEO self evaluation

This step will now be marked as requiring attention. Once the CEO completes their self-evaluation the action will be marked as achieved and the date it was completed will be updated.

If you need to send a reminder click on the "Send Reminders". This will send an email to anybody who has not yet completed a survey.

Share the CEO self evaluation

Once the CEO has completed their self evaluation the CEC will be informed by email. You will then be able to share it with the board.

Click on the "Share" button. BoardOnTrack recommends that you share the self evaluation with all the board members. Add a custom note if you wish.

The board members will receive an email telling them the self evaluation report is ready for them to review.

Open the board's CEO evaluation

Once you have shared the CEO's self evaluation with the board you can request the board to complete their surveys. BoardOnTrack recommends that you share the CEO's self-evaluation with the board prior to requesting them to complete their surveys.

When opening the board member survey the list of board members from the participants list are automatically included. Add a personal note if you wish as well. Once you click "Open" the board members will receive an email requesting them to complete their surveys.

If you had already shared a final report it will be un-shared with the board if you are now asking additional board members to take the survey.

Complete the board's CEO evaluation

Once all your board members take their surveys this action will be marked as achieved automatically. If there is not 100% completion of the surveys by the board this action will continue to show as requiring action and subsequently "Overdue" once the due date has passed.

You can manually close the surveys so that participants cannot take the survey. Just click on "Close" and then confirm that you wish to close the surveys.

Open the direct reports' CEO evaluation

You can request the direct reports to complete their surveys at anytime as they do not have an opportunity to see the CEO's Self Eval, however this action is placed at the same time as opening the survey for the board members for simplicity in managing the process.

When opening the direct report's survey the list of direct reports from the participants list are automatically included. Add a personal note if you wish as well. Once you click "Open" the direct reports will receive an email requesting them to complete their surveys.

If you had already shared a final report it will be un-shared with the board if you are now asking additional direct reports to take the survey.

Share the CEO evaluation report

Once everyone has completed their surveys you should then share the summary report with the CEO Support and Evaluation Committee.

When the report is shared BoardOnTrack automatically closes any of the survey's that were open, so that no additional people can take them. Only board members have access to the report.

The board/committee members will receive an email letting them know that the CEO evaluation report is available for their review.

Create memo for leader

Once the CEO Support and Evaluation Committee, approved by the board (speaking as one voice), have created a summary memo for the CEO, it should be attached to the CEO evaluation report.

Only a board member can attach a memo to the report as the CEC (CEO Evaluation Coordinator) does not have access to the report area. Once uploaded only the person who uploaded it can delete it.

Once it is attached to the report the action step will be marked as complete.

Define the development plan with the CEO and Define key results

Once the development and the key results for the period prior to the next annual evaluation have been defined just simply check this as "complete".

Congratulations you have completed a CEO Evaluation and set the CEO up for success in the coming year.

Define key results

Sending reminders

If you need to send a reminder click on the "Send Reminders". This will send an email to anybody who has not yet completed a survey that they have been requested to complete.

Re-opening a survey

If you have shared the CEO's evaluation report with the board and realize that either a board member or direct report/staff has not completed their survey and now want their responses included, the survey can be re-opened.

When a survey is re-opened the CEO's evaluation report is un-shared with the board members. After the additional participants have completed their survey share the report again.

Viewing the CEO Evaluation report

Once the participants have completed all their surveys and the CEO evaluation report has been shared the report can be viewed by the board members.

The main report page shows the summary level ratings for the core and job specific competencies. If the memo to the CEO has been attached to the report, or any supporting documents they will be shown as well. The participants who took part are also shown.

If any of the responses are hidden to protect anonymity you may need to [re-open a survey](#), and then re-share the CEO evaluation report.

For the 3 additional questions/comments:

- What are your most significant accomplishments and/or strengths demonstrated this year?
- What are the top three things you should do next year to move the organization forward?
- List any key challenges in the year ahead, for yourself and/or for the organization.

The responses are shown at the bottom of the summary review rating.

To view the details click on "View Details" and see the breakdown of the individual competencies that are measured. Any additional comments or supporting examples are included at the bottom of the detail report.

Printing the CEO Evaluation Report

To view the CEO Evaluation report in a single PDF or to print it out click on the print icon You can then view the CEO Evaluation report in a single view and then select to print it if you wish. Use your own systems print/Save As function to save as a PDF.

Adding additional documents to support the CEO Evaluation

If you have additional documents that are supporting the CEO Evaluation such as the results from teacher or parent satisfaction surveys you can add them to the report page.

Only a board member can attach documents to the report as the CEC (CEO Evaluation Coordinator) does not have access to the report area. Once uploaded only the person who uploaded it can delete it.

What questions are asked during the CEO Evaluation?

Below are the questions that are asked of the CEO during their self-evaluation, of the board and the direct report/staff.

The questions can not be added to or deleted. If a particular question is not relevant at this time request the survey takers to check the **NA** option.

Section I:

CORE COMPETENCIES

This section is for evaluating the CEO's demonstration of core competencies that have been directly linked to successful charter schools. Please provide comments with examples for as many competencies as possible with suggestions on what he/she could start, stop or continue doing more of to be the most effective leader possible.

1. Demonstrates Integrity *

Strongly Agree Agree Neutral Disagree Strongly Disagree NA

Deals with others in a straightforward, honest, and ethical manner.

Behaves in a way that supports the organization's mission, vision and values.

Admits mistakes and takes timely corrective action.

Treats others with dignity and respect.

ADDITIONAL COMMENTS/EXAMPLES - Please provide additional comments or specific examples that support the ratings given above:

2. Cultivates a Culture of Excellence *

Strongly Agree Agree Neutral Disagree Strongly Disagree NA

Creates and maintains an organizational culture that promotes student achievement and college preparation for all students.

Makes the organization a place where staff and students are all committed to excellence and believe that hard work is the key to achieving it.

Demonstrates commitment to competent communications and conflict resolution.

Consistently evaluates and proactively improves people, processes, programs, and services for greater effectiveness, efficiency and value.

ADDITIONAL COMMENTS/EXAMPLES - Please provide additional comments or specific examples that support the ratings given above:

3. Drives Academic Excellence/Student Performance *

Strongly Agree Agree Neutral Disagree Strongly Disagree NA

All students demonstrate levels of mastery, which exceed grade level standards.

The organization creates, maintains and regularly revises systems and processes to drive student achievement.

The organization has met or exceeded agreed upon goals set for increasing

student performance.

The organization is on track to outperform other public schools in our community.

ADDITIONAL COMMENTS/EXAMPLES - Please provide additional comments or specific examples that support the ratings given above:

Section II:

ROLE SPECIFIC COMPETENCIES

This section is for evaluating the CEO's role specific competencies, which are based on those related to leading, directing, and managing a charter school or charter school organization. Please provide comments with examples for as many competencies as possible with suggestions on what he/she could start, stop or continue doing more of to be the most effective leader possible.

4. Leads the Educational Program *

Strongly Agree Agree Neutral Disagree Strongly Disagree NA

Demonstrates thorough knowledge of effective curriculum, assessment, and instructional practices to close the achievement gap.

Ensures that the organization uses performance data to drive decision-making and curricular decisions.

Ensures there is a standards-based curriculum complete with scope and sequences for all subjects taught at every existing and expected grade level that exceeds national academic standards.

Ensures all teachers regularly use assessment data to plan curriculum, lesson plans, meet individual student needs, and make daily instructional decisions.

The organization's structure and staffing ensures that special student populations are making progress equal to those students in its regular education program.

ADDITIONAL COMMENTS/EXAMPLES - Please provide additional comments or specific examples that support the ratings given above:

5. Develops and Leads Staff *

Strongly Agree Agree Neutral Disagree Strongly Disagree NA

Recruitment – Attracts and selects high performing staff and leadership.

Staff culture – Creates a staff culture and work environment in which highly effective staff members are actively engaged and feel connected to the organization and its mission.

Professional Development – Develops, maintains, and regularly reviews and revises systems and practices that improve staff ability to increase student achievement.

Staff Retention – Successfully retains top performers. Creates an environment where staff is committed to a long tenure and would recommend working at the school to others.

ADDITIONAL COMMENTS/EXAMPLES - Please provide additional comments or specific examples that support the ratings given above:

6. Manages Organizational Compliance and Administration *

Strongly Agree Agree Neutral Disagree Strongly Disagree NA

Ensures that the organization meets and is in compliance with all local, state and federal laws and mandates.

Oversees development and proper functioning of an enrollment and admission process.

Provides for the overall safety and well being of students and staff.

Ensures organization is administered well with efficient investment of staff time and other resources.

ADDITIONAL COMMENTS/EXAMPLES - Please provide additional comments or specific examples that support the ratings given above:

7. Builds and Maintains Family Satisfaction *

Strongly Agree Agree Neutral Disagree Strongly Disagree NA

Ensures organization has frequent, meaningful, and well-attended ways for families to be involved in their child's learning and the school community.

Provides indication of a high level of parent satisfaction with the organization as evidenced by quantitative data and low student attrition rates.

Listens and responds respectfully to the range of concerns expressed by parents and families.

ADDITIONAL COMMENTS/EXAMPLES - Please provide additional comments or specific examples that support the ratings given above:

8. Manages Financial Performance *

Strongly Agree Agree Neutral Disagree Strongly Disagree NA

Understands and provides leadership in the areas of financial planning, budgeting, accounting and management of the organization's financial resources.

Determines the current and future financial resources needed to realize the organization's mission.

Ensures that clear and accurate accounting, payroll, cash management, and insurance systems are maintained.

Oversees the development, maintenance, and regular revision of systems for capturing, managing, and analyzing financial data to improve performance.

ADDITIONAL COMMENTS/EXAMPLES - Please provide additional comments or specific examples that support the ratings given above:

9. Actively Promotes the Organization and Ensures Adequate Resources *

Strongly Agree Agree Neutral Disagree Strongly Disagree NA

Partners with the Board to develop effective public relations, marketing and fund raising plans.

Coordinates efforts of the Board and its Development Committee to implement a board-approved fundraising plan.

Creates partnerships with community organizations and businesses.

Pursues and secures philanthropic support that directly supports the mission and vision of the organization.

ADDITIONAL COMMENTS/EXAMPLES - Please provide additional comments or specific examples that support the ratings given above:

10. Ensures Adequate Facilities *

Strongly Agree Agree Neutral Disagree Strongly Disagree NA

Oversees necessary facilities planning and makes recommendations to the Board.

Assures the proper maintenance of the organization's facility and adherence to all local, state and federal codes.

Ensures the physical environment reflects the organization's mission and values as well as enhances learning.

The organization's physical environment (buildings and grounds) is well-cared for, sanitary, and promotes health and safety.

ADDITIONAL COMMENTS/EXAMPLES - Please provide additional comments or specific examples that support the ratings given above:

11. Partners with the Board *

1 Unsatisfactory 2 3 4 5 Far Exceeds Expectations NA

Acts as liaison to ensure an effective flow of critical information between the Board and the organization's senior staff, teachers and students.

Helps to facilitate the Board's governance, composition and committee structure. Implements Board policies, and recommends policies for Board consideration.

Develops and implements strategic and operational plans to achieve the organization's mission and vision; allocates resources accordingly.

With input from the board, ensures the development and ongoing refinement of a long-term strategy; establishes objectives and plans that meet the needs of students, staff, and all constituents; ensures consistent and timely progress toward strategic objectives.

ADDITIONAL COMMENTS/EXAMPLES - Please provide additional comments or specific examples that support the ratings given above:

12. Engages the Community *

Strongly Agree Agree Neutral Disagree Strongly Disagree NA

Serves as Chief Spokesperson for the organization, in coordination with the Board Chair.

Listens and responds respectfully to the range of concerns expressed by various constituents.

Develops and maintains effective external relationships that support the organization's performance and fundraising success.

Maintains communication with city and state officials.

Builds strong relationships with relevant community organizations.

ADDITIONAL COMMENTS/EXAMPLES - Please provide additional comments or specific examples that support the ratings given above:

13. Overall Leadership and Performance *

Strongly Agree Agree Neutral Disagree Strongly Disagree NA

Responsible for leading the organization in fulfilling its mission and goals in accordance with the policies established by the Board of Trustees.

Responsible for the success or failure of the organization. Provides vision and leadership by example.

Develops and implements strategic and operational plans to achieve the organization's mission and vision; oversees the operation of the organization, develops staff, allocates resources and ensures proper controls.

Oversees well-being of the entire organization by fostering positive and productive relationships across the organization and community.

ADDITIONAL COMMENTS/EXAMPLES - Please provide additional comments or specific examples that support the ratings given above:

What are the CEO's most significant accomplishments and/or strengths demonstrated this year? *

What are the top three things the CEO should do next year to move the organization forward? *

List any key challenges in the year ahead, for the CEO and/or for the organization. *

Notice

The following file is attached to this PDF. You will need to open this packet in an application that supports attachments to pdf files, e.g. [Adobe Reader](#):

FY17 Performance Review Form.xlsx

Coversheet

Review and Approval of the Injury and Illness Prevention Program

Section: VI. NEW BUSINESS
Item: B. Review and Approval of the Injury and Illness Prevention Program
Purpose: Vote
Submitted by: Lisa Fishman
Related Material: IIPP 2016-17.pdf

RECOMMENDATION:

A motion to approve the Injury and Illness Prevention Program.

ACADEMY OF ARTS AND SCIENCES
SAFETY MANUAL
&
INJURY & ILLNESS PREVENTION PROGRAM

850 Hampshire Road, Suite P
Thousand Oaks, California 91361
855.937.4227

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Policy Statement on Safety

The safety and health of each Academy of Arts & Sciences (AAS) employee is of primary importance to us. As a company, we are committed to maintaining a safe and healthful working environment. Management will provide all necessary safeguards, programs, and equipment required to reduce the potential for accidents and injuries.

To achieve this goal, we have developed and implemented a comprehensive Safety Manual and Injury and Illness Prevention Program (IIPP). This program is designed to prevent workplace accidents, injuries, and illnesses. A complete copy of the program is maintained at our office at 850 Hampshire Road Suite P Thousand Oaks, Ca 91261. A copy is also maintained online via Facebook Workplace. You may ask to review it at any time. You may also contact Lisa Fishman at 818.769.7241, if you have any questions or concerns.

It is the intent of AAS to comply with all laws relating to occupational safety and health. To accomplish this, we require the active participation and assistance of all employees. The policies and procedures contained in the following manual are mandatory. You should also be constantly aware of conditions in all work areas that can produce injuries or illness. No employee is required to work at a job that he or she knows is not safe. Never hesitate to inform your foreman or supervisor of any potentially hazardous situation or condition that is beyond your ability or authority to correct immediately. No employee will be discriminated against for reporting safety concerns to management.

It is the responsibility of each employee to support the company safety program and to perform in a manner that assures his or her own personal safety and the safety of others, including customers, visitors and other trades. To be successful in our endeavor, all employees on every level must adopt proper attitudes towards injury and illness prevention. We must also cooperate in all safety and health matters, not only between management and employees, but also between each employee and his or her respective coworkers. Only through such an effort can any safety program be successful. Our objective is a safety and health program that will reduce the total number of injuries and illnesses to an absolute minimum. Our ultimate goal is zero accidents.

J.J. Lewis
President & CEO

Duties and Responsibilities for Safety

A successful Safety and Injury and Illness Prevention Program can only be achieved and maintained when there is active interest, participation, and accountability at all levels of the organization. To ensure this, AAS, delegates the following safety duties by job title. Please keep in mind that this is not an all-inclusive list. In some cases employees will need to perform safety duties outside their regular responsibilities to prevent accidents.

Executive management must plan, organize, and administer the program by establishing policy, setting goals and objectives, assigning responsibility, motivating subordinates, and monitoring results. The Director of Operations will support and maintain an ongoing Safety and Injury and Illness Prevention Program through the following:

1. Providing clear understanding and direction to all management and union employees regarding the importance of safety through the development, implementation, monitoring and revision of policy and procedures.
2. Providing financial support for the Injury and Illness Prevention Program through the provision of adequate funds for the purchase of necessary safety materials, safety equipment, proper personal protective equipment, adequate time for employee safety training, and maintenance of tools and equipment.
3. Overseeing development, implementation, and maintenance of the IIPP and other required safety programs.
4. Maintaining a company commitment to accident prevention by expecting safe conduct on the part of all managers, supervisors, and employees.
5. Holding all levels of management and employees accountable for accident prevention and safety.
6. Reviewing all accident investigations to determine corrective action.

Managers and Supervisors play a key role in the prevention of accidents on the job. They have direct contact with the employees and know the safety requirements for various jobs. Safety responsibilities for these individuals include:

1. Enforce all safety rules in the Code of Safe Practices and ensure safe work procedures.
2. Verifying corrective action has been taken regarding safety hazards and accident investigations.
3. Conducting periodic documented inspections of the work sites to identify and correct unsafe actions and conditions that could cause accidents.

4. Act as a leader in company safety policy and setting a good example by following all safety rules.
5. Becoming familiar with local, state, and federal safety regulations. The Safety Coordinator is available for assistance.
6. Train all new and existing employees in proper safety procedures and the hazards of the job.
7. Instruct all employees, under their supervision, in safe work practices and job safety requirements.
8. Hold occasional safety meetings with employees.
9. Ensure employee proficiency when assigning work requiring specific knowledge, special operations or equipment.
10. Ascertain that all machinery, equipment, and workstations are maintained in safe working condition and operate properly.
11. Correct unsafe acts and conditions that could cause accidents.
12. Communicate with all employees about safety and accident prevention activities.
13. Correct the cause of any accident as soon as possible.
14. Ascertain that proper first aid and firefighting equipment is maintained and used when conditions warrant its use.
15. Maintain good housekeeping conditions at all times.
16. Investigate all injuries and accidents to determine their cause and potential corrective action.
17. Ascertain that all injuries involving our employees that require medical attention are properly treated and promptly reported to the office.

The Safety Coordinator or Safety Officer acts as a safety resource for the company and is responsible for maintaining program records. They will also be our primary person to deal with outside agencies regarding the safety program and its contents. Lisa Fishman, Director of Operations is currently responsible for this role. Additional duties include:

1. Coordination of all loss prevention activities as a representative of management. Acting as a consultant to management in the implementation and administration of the Safety Program.

Academy of Arts & Sciences Safety Manual and IIPP

2. Develop and implement loss prevention policies and procedures designed to insure compliance with the applicable rules and regulations of all federal, state, and local agencies.
3. Review all accident reports to determine cause and preventability.
4. Conduct periodic reviews of the program and job sites to evaluate performance, discuss problems and help solve them.
5. Consult with representatives of our insurance companies in order that their loss control services will support the Safety Program.
6. Review Workers' Compensation Claims. Help supply the insurance carrier with information about injured employees in order to keep loss reserves as low as possible.

Every employee is responsible for working safely, both for self-protection and for protection of fellow workers. Employees must also support all company safety efforts. Specific employee safety responsibilities include:

1. If you are unsure how to do any task safely, ask your supervisor.
2. Read and abide by all requirements of the Safety Manual and Injury and Illness Prevention Program (IIPP).
3. Know and follow the Code of Safe Practices and all company safety policies and rules.
4. Wear all required personal protective equipment.
5. Report all accidents and injuries, no matter how minor, to your supervisor immediately.
6. Do not operate any equipment you have not been trained and authorized to use.
7. Report any safety hazards or defective equipment immediately to your supervisor.
8. Do not remove, tamper with or defeat any guard, safety device or interlock.
9. Never use any equipment with inoperative or missing guards, safety devices or interlocks.
10. Never possess, or be under the influence of, alcohol or controlled substances while on the premises.
11. Never engage in horseplay or fighting.
12. Participate in, and actively support, the safety program.

Employee Safety Training

California law requires that employees be trained in the safe methods of performing their job. AAS is committed to instructing all employees in safe and healthful work practices. Awareness of potential hazards, as well as knowledge of how to control them, is critical to maintaining a safe and healthful work environment and preventing injuries. To achieve this goal, we will provide training to each employee on general safety issues and safety procedures specific to that employee's work assignment.

Every new employee will be given instruction by their Supervisor in the general safety requirements of their job. A copy of our Code of Safe Practices shall also be provided to each employee.

Managers, Supervisors, and employees will be trained at least twice per year on various accident prevention topics.

Training provides the following benefits:

- Makes employees aware of job hazards
- Teaches employees to perform jobs safely
- Promotes two way communication
- Encourages safety suggestions
- Creates interest in the safety program
- Fulfills Cal/OSHA requirements

Employee training will be provided at the following times:

1. All new employees will receive a safety orientation their first day on the job.
2. All new employees will be given a copy of the Code of Safe Practices and required to read and sign for it.
3. All employees given a new job assignment for which training has not been previously provided will be trained before beginning the new assignment.
4. Whenever new substances, processes, procedures or equipment that represent a new hazard are introduced into the workplace.
5. Whenever AAS is made aware of a new or previously unrecognized hazard.
6. Whenever management believes that additional training is necessary.
7. After all serious accidents.
8. When employees are not following safe work rules or procedures.

Training topics will include, but not be limited to:

- Employee's safety responsibility
- General safety rules
- Code of Safe Practices
- Safe job procedures
- Ergonomics
- Use of safety equipment
- Emergency procedures
- Safe lifting and material handling practices
- Contents of safety program

Documentation of Training

All training will be documented on one of the following three forms.

New Employee Safety Orientation
Employee Safety Contact Form
Safety Meeting Report

The following training method should be used. Actual demonstrations of the proper way to perform a task are very helpful in most cases.

- **Tell them** how to do the job safely
- **Show them** how to do the job safely
- **Have them tell you** how to do the job safely
- **Have them show you** how to do the job safely
- **Follow up** to ensure they are still performing the job safely

AAS

New Employee Safety Orientation

The Supervisor will verbally cover the following items with each new employee on the first day of their employment.

Employee name _____ Start date _____

Work site _____ Position _____

Instruction has been received in the following areas.

- ☐ 1. Code of Safe Practices.*
- ☐ 2. Driving Safety Rules.*
- ☐ 3. Safety rule enforcement procedures.
- ☐ 4. Necessity of reporting ALL injuries, no matter how minor, IMMEDIATELY.
- ☐ 5. Proper method of reporting safety hazards.
- ☐ 6. Emergency procedures and First Aid.
- ☐ 7.. Emergency Exits and Fire Extinguishers.

* Give a copy of these items to the employee.

I agree to abide by all company safety policies and the Code of Safe Practices. I also understand that failure to do so may result in disciplinary action and possible termination.

Signed _____ Date _____
Employee

Signed _____ Date _____
Safety Coordinator

Safety Communication

This section establishes procedures designed to develop and maintain employee involvement and interest in the Safety Manual and IIPP. These activities will also ensure effective communication between management and employees on safety related issues that is of prime importance to AAS. The following are some of the safety communication methods that may be used:

1. Periodic safety meetings with employees that encourage participation and open, two-way communication.
2. New employee safety orientation and provision of the Code of Safe Practices.
3. Provision and maintenance of employee bulletin boards discussing safety issues, accidents, and general safety suggestions.
4. Written communications from management or the Safety Coordinator, including memos, postings, payroll stuffers, and newsletters.
5. Anonymous safety suggestion program.

Employees will be kept advised of highlights and changes relating to the safety program. Management shall relay changes and improvements regarding the safety program to employees, as appropriate. Employees will be involved in future developments and safety activities, by requesting their opinions and comments, as necessary.

All employee-initiated safety related suggestions shall be properly answered, either verbally or in writing, by the appropriate level of management. Unresolved issues shall be relayed to JJ Lewis President & CEO.

All employees are encouraged to bring any safety concerns they may have to the attention of management. AAS will not discriminate against any employee for raising safety issues or concerns.

AAS also has a system of anonymous notification whereby employees who wish to inform the company of workplace hazards without identifying themselves may do so by phoning or sending written notification to the following address:

Lisa Fishman Director of Operations
850 Hampshire Road Suite P
Thousand Oaks, CA 91361
81.769.7241

Enforcement of Safety Policies

The compliance of all employees with AAS's Safety Manual and IIPP is mandatory and shall be considered a condition of employment.

The following programs will be utilized to ensure employee compliance with the safety program and all safety rules.

- Training programs
- Retraining
- Disciplinary action
- Optional safety incentive programs

Training Programs

The importance of safe work practices and the consequences of failing to abide by safety rules will be covered in the New Employee Safety Orientation and safety meetings. This will help ensure that all employees understand and abide by AAS safety policies.

Retraining

Employees that are observed performing unsafe acts or not following proper procedures or rules will be retrained by their supervisor. A Safety Contact Report may be completed by the supervisor to document the training. If multiple employees are involved, additional safety meetings will be held.

Disciplinary Action:

The failure of an employee to adhere to safety policies and procedures established by AAS can have a serious impact on everyone concerned. An unsafe act can threaten not only the health and wellbeing of the employee committing the unsafe act but can also affect the safety of his/her coworkers and customers. Accordingly, any employee who violates any of the company's safety policies will be subject to disciplinary action.

Note: Failure to promptly report any on-the-job accident or injury, on the same day as occurrence, is considered a serious violation of the Company's Code of Safe Practices. Any employee who fails to immediately report a work-related accident or injury, no matter how minor shall be subject to disciplinary action.

Employees will be disciplined for infractions of safety rules and unsafe work practices that are observed, not just those that result in an injury. Often, when an injury occurs, the accident investigation will reveal that the injury was caused because the employee violated an established safety rule and/or safe work practice(s). In any disciplinary action, the supervisor should be cautious that discipline is given to the employee for safety violations, and not simply because the employee was injured on the job or filed a Workers' Compensation claim.

Violations of safety rules and the Code of Safe Practices are to be considered equal to violations of other company policy. Discipline for safety violations will be administered in a manner that is consistent with AAS's system of progressive discipline. If, after training, violations occur, disciplinary action will be taken as follows:

1. Oral warning. Document it, including date and facts on the "Safety Contact Report" form. Add any pertinent witness statements. Restate the policy and correct practice(s).
2. Written warning. Retrain as to correct procedure/practice.
3. Written warning with suspension.
4. Termination

Hazard Identification and Evaluation

To assist in the identification and correction of hazards, AAS has developed the following procedures. These procedures are representative only and are not exhaustive of all the measures and methods that will be implemented to guard against injury from recognized and potential hazards in the workplace. As new hazards are identified or improved work procedures developed, they will be promptly incorporated into our Safety Manual. The following methods will be utilized to identify hazards in the workplace:

- Loss analysis of accident trends
- Accident investigation
- Employee observation
- Employee suggestions
- Regulatory requirements for our industry
- Outside agencies such as the fire department and insurance carriers
- Periodic safety inspections

Loss Analysis

Periodic loss analyses will be conducted by Lisa Fishman. These will help identify areas of concern and potential job hazards. The results of these analyses will be communicated to management, supervision, and employees through safety meetings and other appropriate means.

Accident Investigations

All accidents and injuries will be investigated in accordance with the guidelines contained in this program. Accident investigations will focus on all causal factors and corrective action including the identification and correction of hazards that may have contributed to the accident.

Employee Suggestions

Employees are encouraged to report any hazard they observe to their supervisor. No employee of AAS is to ever be disciplined or discharged for reporting any workplace hazard or unsafe condition. However, employees who do NOT report potential hazards or unsafe conditions that they are aware of will be subject to disciplinary action.

Regulatory Requirements

All industries are subject to government regulations relating to safety. Many of these regulations are specific to our type of business. Copies of pertinent regulations can be obtained from the Safety Coordinator.

Outside Agencies

Several organizations will assist us in identifying hazards in our workplace. These include safety officers from other contractors, insurance carrier safety and health consultants, private industry consultants, the fire department, and Cal/OSHA Consultation.

Periodic Safety Inspections

Periodic safety inspections ensure that physical and mechanical hazards are under control and identify situations that may become potentially hazardous. Inspections shall include a review of the work habits of employees in all work areas. These inspections will be conducted by the Supervisor, Manager, Safety Coordinator or other designated individual.

Periodic safety inspections will be conducted:

- When new substances, process, procedures or equipment are used.
- When new or previously unrecognized hazards are identified.
- Periodically by the Safety Coordinator.

These inspections will focus on both unsafe employee actions as well as unsafe conditions. The following is a partial list of items to be checked.

- The proper use, condition, maintenance and grounding of all electrically operated equipment.
- The proper use, condition, and maintenance of safeguards for all power-driven equipment.
- Compliance with the Code of Safe Practices.
- Housekeeping and personal protective equipment.
- Hazardous materials.
- Proper material storage.
- Provision of first aid equipment and emergency medical services.

Any and all hazards identified will be corrected as soon as practical in accordance with the AAS hazard correction policy.

If imminent or life threatening hazards are identified, which cannot be immediately corrected, all employees must be removed from the area, except those with special training required to correct the hazard, who will be provided necessary safeguards.

Documentation of Inspections

Safety inspections will be documented to include the following:

- Date on which the inspection was performed.
- The name and title of person who performed the inspection.
- Any hazardous conditions noted or discovered and the steps or procedures taken to correct them.
- Signature of the person who performed the inspection.

All reports shall be kept on file for a minimum of two (2) years.

Hazard Correction

The following procedures will be used to evaluate, prioritize and correct identified safety hazards. Hazards will be corrected in order of priority: the most serious hazards will be corrected first.

Hazard Evaluation

Factors that will be considered when evaluating hazards include:

- Potential severity - The potential for serious injury, illness or fatality
- Likelihood of exposure - The probability of the employee coming into contact with the hazard
- Frequency of exposure - How often employees come into contact with the hazard
- Number of employees exposed
- Possible corrective actions - What can be done to minimize or eliminate the hazard
- Time necessary to correct - The time necessary to minimize or eliminate the hazard

Techniques for Correcting Hazards

1. Engineering Controls: Could include machine guarding, ventilation, noise reduction at the source, and provision of material handling equipment. These are the first and preferred methods of control.
2. Administrative Controls: The next most desirable method would include rotation of employees or limiting exposure time.
3. Personal Protective Equipment: Includes hard hats, hearing protection, respirators and safety glasses. These are often the least effective controls for hazards and should be relied upon only when other controls are impractical.

Documentation of Corrective Action

All corrective action taken to mitigate hazards should be documented. Depending on the circumstances, one of the following forms should be used:

- Safety Contact Report
- Safety Meeting Report
- Memo or letter
- Safety inspection form

All hazards noted on safety inspections will be rechecked on each subsequent inspection and notations made as to their status.

Accident Investigation

The Supervisor, Manager, or other designated individual will investigate all work-related accidents in a timely manner. This includes minor incidents and "near accidents", as well as serious injuries. An accident is defined as any unexpected occurrence that results in injury to personnel, damage to equipment, facilities, or material, or interruption of normal operations.

Responsibility for Accident Investigation

Immediately upon being notified of an accident, the Supervisor, Manager, or other designated individual shall conduct an investigation. The purpose of the investigation is to determine the cause of the accident and corrective action to prevent future reoccurrence; not to fix blame or find fault. An unbiased approach is necessary in order to obtain objective findings.

The Purpose of Accident Investigations:

- To prevent or decrease the likelihood of similar accidents.
- To identify and correct unsafe work practices and physical hazards. Accidents are often caused by a combination of these two factors.
- To identify training needs. This makes training more effective by focusing on factors that are most likely to cause accidents.

What Types of Incidents Do We Investigate?

- Fatalities
- Serious injuries
- Minor injuries
- Property damage
- Near misses

Procedures for Investigation of Accidents

Immediately upon being notified of an accident the Supervisor, Manager, or other designated individual will:

1. Visit the accident scene, as soon as possible, while facts and evidence are still fresh and before witnesses forget important details and to make sure hazardous conditions to which other employees or customers could be exposed are corrected or have been removed;
2. Provide for needed first aid or medical services for the injured employee(s).
3. If possible, interview the injured worker at the scene of the accident and verbally "walk" him or her through a re-enactment. All interviews should be conducted as privately as possible. Interview all witnesses individually and talk with anyone who has knowledge of the accident, even if they did not actually witness it.
4. Report the accident to the office at 818.769.7241. Accidents will be reported by the office to the insurance carrier within 24 hours. All serious accidents will be reported to the carrier as soon as possible.
5. Consider taking signed statements in cases where facts are unclear or there is an element of controversy.
6. Thoroughly investigate the accident to identify all accident causes and contributing factors. Document details graphically. Use sketches, diagrams and photos as needed. Take measurements when appropriate.
7. All accidents involving death, disfigurement, amputation, loss of consciousness or hospitalization for more than 24 hours must be reported to Cal/OSHA immediately.
8. Focus on causes and hazards. Develop an analysis of what happened, how it happened, and how it could have been prevented. Determine what caused the accident itself, not just the injury.
9. Every investigation must also include an action plan. How can such accidents be prevented in the future?
10. In the event a third party or defective product contributed to the accident, save any evidence as it could be critical to the recovery of claim costs.

Accurate & Prompt Investigations

- Ensures information is available
- Causes can be quickly corrected
- Helps identify all contributing factors
- Reflects management concern

- Reduces chance of recurrence

Investigation Tips

- Avoid placing blame
- Document with photos and diagrams, if needed
- Be objective, get the facts
- Reconstruct the event
- Use open-ended questions

Questions to Ask

When investigating accidents, open-ended questions such as who?, what?, when?, where?, why?, and how? Will provide more information than closed-ended questions such as "Were you wearing gloves?"

Examples include:

- How did it happen?
- Why did it happen?
- How could it have been prevented?
- Who was involved?
- Who witnessed the incident?
- Where were the witnesses at the time of the incident?
- What was the injured worker doing?
- What was the employee working on?
- When did it happen?
- When was the accident reported?
- Where did it happen?
- Why was the employee assigned to do the job?

The single, most important question that must be answered as the result of any investigation is:

"What do you recommend be done (or have you done) to prevent this type of incident from recurring?"

Once the Accident Investigation is Completed

- Take or recommend corrective action
- Document corrective action
- Management and the Safety Coordinator will review the results of all investigations
- Consider safety program modifications
- Information obtained through accident investigations can be used to update and improve our current program

Program Records

Lisa Fishman, Director of Operations will ensure the maintenance of all Safety Manual and IIPP records, for the listed periods, including:

- | | |
|--|----------------------|
| 1. New Employee Safety Orientation forms | length of employment |
| 2. Code of Safe Practices Receipt | length of employment |
| 3. Disciplinary actions for safety | 1 year |
| 4. Safety inspections | 2 years |
| 5. Safety meeting reports | 2 years |
| 6. Safety Contact Reports | 2 years |
| 7. Accident investigations | 5 years |
| 8. Cal/OSHA log of injuries | 5 years |
| 9. Inventory of Hazardous Materials (if any) | forever |
| 10. Employee exposure or medical records | forever |

Records are available for review at 850 Hampshire Road Suite P Thousand Oaks, CA 91361

Emergency Medical Services and First Aid

AAS will ensure the availability of emergency medical services for its employees at all times. We will also ensure the availability of a suitable number of appropriately trained persons to render first aid. «Safety_Persons_Name» will maintain a list of trained individuals and take steps to provide training for those that desire it.

First-Aid Kits

Every work site shall have access to at least one first-aid kit in a weatherproof container. The first-aid kit will be inspected regularly to ensure that it is well stocked, in sanitary condition, and any used items are promptly replaced. The contents of the first-aid kit shall be arranged to be quickly found and remain sanitary. First-aid dressings shall be sterile and in individually sealed packages. The following minimum first-aid supplies shall be kept:

Type of Supply Required by Number of Employees				
Dressings in adequate quantities consisting of:	1-5	6-15	16-200	200+
Adhesive dressings	X	X	X	X
Adhesive tape rolls, 1-inch wide	X	X	X	X
Eye dressing packet	X	X	X	X
1-inch gauze bandage roll or compress		X	X	X
2-inch gauze bandage roll or compress	X	X	X	X
4-inch gauze bandage roll or compress		X	X	X
Sterile gauze pads, 2-inch square	X	X	X	X
Sterile gauze pads, 4-inch square	X	X	X	X
Sterile surgical pads suitable for pressure dressings			X	X
Triangular bandages	X	X	X	X
Safety pins	X	X	X	X
Tweezers and scissors	X	X	X	X
Cotton-tipped applicators*			X	X
Forceps*			X	X
Emesis basin*			X	X
Flashlight*			X	X
Magnifying glass*			X	X
Portable oxygen and its breathing equipment*				X
Tongue depressors*				X
Appropriate record forms*	X	X	X	X
First-aid textbook, manual or equivalent*	X	X	X	X

*To be readily available but not necessarily within the first-aid kit.

Drugs, antiseptics, eye irrigation solutions, inhalants, medicines, or proprietary preparations shall not be included in AAS first-aid kits unless specifically approved, in writing, by an employer-authorized, licensed physician. Other supplies and equipment, if provided, shall be in accordance with the documented recommendations of an employer-authorized licensed physician upon

consideration of the extent and type of emergency care to be given based upon the anticipated incidence and nature of injuries and illnesses and availability of transportation to medical care.

First Aid

The designated first aid person on each site will be available at all times to render appropriate first aid for injuries and illnesses. Proper equipment for the prompt transportation of the injured or ill person to a physician or hospital where emergency care is provided, or an effective communication system for contacting hospitals or other emergency medical facilities, physicians, ambulance and fire services, shall also be provided. The telephone numbers of the following emergency services in the area shall be posted near the job telephone, or otherwise made available to the employees where no job site telephone exists:

1. A company authorized physician or medical clinic, and at least one alternate if available.
2. Hospitals.
3. Ambulance services.
4. Fire-protection services.

Prior to the commencement of work at any site, the Supervisor or Manager shall locate the nearest preferred medical facility and establish that transportation or communication methods are available in the event of an employee injury.

Each employee shall be informed of the procedures to follow in case of injury or illness through our new employee orientation program, Code of Safe Practices, and safety meetings.

Where the eyes or body of any person may be exposed to injurious or corrosive materials, suitable facilities for drenching the body or flushing the eyes with clean water shall be conspicuously and readily accessible.

Accident Procedures

These procedures are to be followed in the event of an employee injury in the course of employment.

1. **For severe accidents call 911 and request the Paramedics.**
2. **Employees must report all work related injuries to their Supervisor immediately. Even if they do not feel that it requires medical attention.** Failure to do so may result in a delay of Workers' Compensation benefits and disciplinary action.
3. The Supervisor, employee, and first aid person, should determine whether or not outside medical attention is needed. When uncertainty exists on the part of any individual, the employee should be sent for professional medical care.
4. If medical attention is not desired or the employee refuses treatment, you must still fill out a "AAS Accident Report" in case complications arise later.

Academy of Arts & Sciences Safety Manual and IIPP

5. In all cases, if the employee cannot transport himself or herself for any reason, transportation should be provided.
6. In the event of a serious accident involving hospitalization for more than 24 hours, amputation, permanent disfigurement, loss of consciousness or death, phone contact should be made with the office at «Company_Phone». Contact must also be made with the nearest Cal/OSHA office within 8 hours.

Hazardous Materials and Chemicals Hazard Communication Program

Introduction

It is the policy of AAS that the first consideration of work shall be the protection of the safety and health of all employees. We have developed this Hazard Communication Program to ensure that all employees receive adequate information about the possible hazards that may result from the various materials used in our operations. This Hazard Communication Program will be monitored by «Safety_Persons_Name», «Safety_Persons_Title» who will be responsible for ensuring that all facets of the program are carried out, and that the program is effective.

Our program consists of the following elements:

1. Hazardous material inventory.
2. Collection and maintenance of Material Safety Data Sheets.
3. Container labeling.
4. Employee training.

The following items are not required to be included in the program and are therefore omitted:

- Foods, drugs, cosmetics or tobacco.
- Untreated wood products.
- Hazardous waste.
- Consumer products packaged for sale to and use by the general public, provided that our exposure is not significantly greater than typical consumer exposure.

Hazardous Material Inventory

Lisa Fishman maintains a list of all hazardous materials used in our operations. This list contains the name of the product, the type of product (solvent, adhesive etc.) and the name and address of the manufacturer.

Material Safety Data Sheets (MSDS)

Copies of MSDS for all hazardous substances to which our employees may be exposed will be kept in a binder in the office at «Company_Street_Address», «Company_City_State_Zip». These MSDS are available to all employees, at all times, upon request. Copies of the most commonly used products will also be kept by the Supervisor at the work site.

Lisa Fishman will be responsible for reviewing incoming MSDS for new and significant health/safety information. They will ensure that any new information is passed on to the affected employees.

Lisa Fishman will also review all incoming MSDS for completeness. If an MSDS is missing or obviously incomplete, a new MSDS will be requested from the manufacturer. CAL/OSHA will be notified if a complete MSDS is not received and the manufacturer will not supply one.

New materials will not be introduced into the shop or field until a MSDS has been received. The purchasing department will make it an ongoing part of their function to obtain MSDS for all new materials when they are first ordered.

Container Labeling

No container of hazardous substances will be used unless the container is correctly labeled and the label is legible.

All chemicals in cans, bags, drums, pails, etc., will be checked by the receiving department to ensure the manufacturer's label is intact, is legible, and has not been damaged in any manner during shipment. Any containers found to have damaged labels will be held until a new label has been installed. New labels will be obtained from the manufacturer.

The label must contain:

- The chemical name of the contents.
- The appropriate hazard warnings.
- The name and address of the manufacturer.

All secondary containers will be labeled as to their contents with a reference to the original label.

Employee Information and Training

All employees will be provided information and training on the following items through the AAS safety training program and prior to starting work with hazardous substances:

1. An overview of the requirements of the Hazard Communication Standard, including their rights under this regulation.
2. Information regarding the use of hazardous substances in their specific work areas.
3. The location and availability of the written hazard communication program. The program will be available from the Supervisor and «Safety_Persons_Name».
4. The physical and health hazards of the hazardous substances in use.
5. Methods and observation techniques used to determine the presence or release of hazardous substances in the work area.
6. The controls, work practices and personal protective equipment that are available for protection against possible exposure.
7. Emergency and first aid procedures to follow if employees are exposed to hazardous substances.
8. How to read labels and material safety data sheets to obtain the appropriate hazard information.

Hazardous Non-Routine Tasks

Infrequently, employees may be required to perform hazardous non-routine tasks. Prior to starting this work, each involved employee will be given information by his/her supervisor about hazards to which they may be exposed during such activity.

This information will include:

- The specific hazards.
- Protective/safety measures which must be utilized.
- The measures the company has taken to lessen the hazards, including special ventilation, respirators, the presence of another employee, emergency procedures, etc.

Informing Outside Contractors and Vendors

To ensure that outside contractors are not exposed to our hazardous materials, and to ensure the safety of the contractor's employees, it will be the responsibility of the Supervisor to provide outside contractors the following information:

- The hazardous substances under our control that they may be exposed to while at the work site.
- The precautions the contractor's employees must take to lessen the possibility of exposure.

We will obtain from outside contractors and vendors the name of any hazardous substances the contractor's employees may be using at a work site or bringing into our facility. The contractor must also supply a copy of the material safety data sheet relevant to these materials.

Employee Rights Under The Hazard Communication Standard

At any time, an employee has the right to:

- Access the MSDS folder, and the Hazard Communication Program.
- Receive a copy of any environmental sampling data collected in the workplace.
- See their employment medical records upon request.

Fleet & Driving Safety

AAS has established the following guidelines and procedures for our drivers and vehicles to protect the safety of individuals operating any motor vehicle on company business. Protecting our employee drivers, their passengers, and the public is of the highest priority. The commitment of management and employees is critical to the success of this program. Clear communication of, and strict adherence to, the program's guidelines and procedures are essential.

Our primary goal is to maintain a high level of safety awareness and foster responsible driving behavior. Driver safety awareness and responsible driving behavior will significantly decrease the frequency of motor vehicle accidents and reduce the severity of personal injuries and property damage.

Drivers must follow the requirements outlined in this program. Violations of this program may result in disciplinary action up to, and including, suspension of driving privileges or dismissal.

Our program consists of the following elements:

- Driver selection
- Driver training
- Vehicle use policy
- Vehicle inspection & preventive maintenance
- Accident investigation

Driver Selection

Only company authorized and assigned employees are allowed to drive company vehicles at any time. Prior to being authorized and assigned, AAS will check the following items. Drivers must have:

- A valid un-restricted driver's license.
- A current MVR driving record with no more than 2 points and no serious or major violations.

AAS will also check driving records of all employees authorized to drive on company business on an annual basis.

Employees that do not meet these requirements are not authorized or allowed to drive company vehicles or drive their own vehicle on company business.

Ergonomics

Studies have shown over the years that poorly designed and arranged work areas, awkward work postures and repetitive motions can lead to a variety of injuries including carpal tunnel syndrome and tendonitis, which are often referred to as repetitive motion injuries (RMI's). As with cancer, heart disease, and many other ailments, there are risk factors that increase an individual's likelihood of developing RMI's. If the risk factors are reduced, so are the chances of being injured. While some of these risk factors, such as family history, cannot be controlled in the employment setting, many can. Including:

- The force used to perform a task,
- Posture while performing tasks,
- The number of repetitions performed in a given time period, and
- Mechanical stresses such as hard surfaces.

AAS has developed the following program designed to minimize RMIs. The program includes worksite evaluations, control of exposures that have caused RMIs and training of employees.

Worksite Evaluation and Exposure Reduction.

Each job, process, or operation of identical work activity that has resulted in at least two RMI's or a representative number of such jobs, processes, or operations shall be evaluated for exposures that have caused RMIs. AAS may request assistance from outside consultants for this purpose.

Any exposures that have caused RMIs shall, in a timely manner, be corrected or if not capable of being corrected have the exposures minimized to the extent feasible. We shall consider engineering controls, such as work station redesign, adjustable fixtures or tool redesign, and administrative controls, such as job rotation, work pacing or work breaks.

Training

Affected employees shall be provided training that includes an explanation of:

- AAS program;
- The exposures which have been associated with RMIs;
- The symptoms and consequences of injuries caused by repetitive motion;
- The importance of reporting symptoms and injuries to their supervisor; and
- Methods used to minimize RMIs.

This training may be conducted as part of the regular safety meetings.

Fire Prevention and Emergency Action Plan

AAS has developed the following emergency plan to cover those designated actions that must be taken to ensure employee safety from fire and during other emergencies. Any questions about this plan should be directed to Lisa Fishman, Director of Operations.

Office, Shop & Warehouse Emergency Evacuation and Fire Prevention

Lisa Fishman is responsible for ensuring the following:

1. That all required emergency exits are clearly identified in the office, shop, and warehouse and that all required firefighting and emergency equipment is available and in good condition.

The following items will be maintained:

- First aid kit
 - Drinking water
 - Flashlight
 - Portable battery powered radio and batteries
 - Fire extinguishers
 - Wrench to shut off the main gas valve
 - Pry bars, axes, saws, tools or similar devices for employee rescue
2. Creating a facility map designating all emergency evacuation routes and the locations of all fire fighting equipment and emergency supplies and equipment. These maps will be posted in at least two locations in the facility.
 3. Training all exposed employees on the procedures to be followed in the event of fire, earthquake or other emergency including how to properly notify other affected employees.
 4. Identifying potential fire hazards in the office, shop and warehouse and ensuring that adequate steps are taken to prevent fires.
 5. Ensuring that combustible trash and materials are removed promptly from the facility, and that all flammable and combustible liquids are properly stored and handled.

During an Emergency

In the event of an emergency such as earthquake or fire, all employees are expected to evacuate the premises immediately.

Employees will be notified of emergencies through one of the following:

- Fire alarm
- Intercom

- Emergency horn
- Direct voice communication

After the emergency evacuation has been completed, a head count will be taken to ensure everyone is out of the building.

Office Safety

Office accidents can and do happen. To prevent them, AAS has developed the following rules for our office staff. We will also endeavor to include office employees in periodic safety meetings. If at any time, you feel there is a safety hazard, or you have any safety concerns, please do not hesitate to notify Lisa Fishman, Director of Operations.

1. Report all accidents and injuries, no matter how minor, to your Supervisor immediately.
 2. Correct or report any safety hazards that you observe.
 3. Clean up any spilled material that may present a slipping hazard.
 4. Do not stretch any cords across aisles that may present a tripping hazard.
 5. No one is allowed to climb on shelves or stand on chairs; you must use a step stool or ladder.
 6. Keep all legs of the chair on the floor. Do not tilt chairs too far back.
 7. No one shall be in the possession of, or under the influence of, alcohol or controlled substances while on the premises.
 8. No horseplay will be tolerated.
 9. Close file drawers when not in use.
 10. Do not open more than one file drawer at a time. This could cause the cabinet to tip.
 11. Do not store heavy objects above your head that could fall on you in an earthquake.
 12. Do not store flammable or combustible materials near heaters or other heat sources.
 13. If you are unsure how to do any task safely, ask your supervisor.
 14. Do not operate any equipment you are not trained and authorized to use.
 15. Always follow safe lifting procedures when lifting any object and get help for heavy loads.
- Bend your knees, not your back.

- Keep the load close to body.
- Keep your back straight.
- Lift with your legs.
- Do not lift and twist.

Office Ergonomics

Studies have shown over the years that poorly designed and arranged work areas and repetitive motions can lead to a variety of injuries including carpal tunnel syndrome and tendonitis, which are often referred to as repetitive motion injuries (RMI). As with cancer, heart disease, and many other ailments, there are risk factors that increase an individual's likelihood of developing RMI. If the risk factors are reduced, so are the chances of being injured. While some of these risk factors, such as family history, cannot be controlled in the employment setting, many can, including:

- The force used to perform a task.
- Posture while performing tasks.
- The number of repetitions performed in a given time period.
- Mechanical stresses such as hard surfaces.

The most significant RMI risk factor in office environments is poor body posture caused by improper workstation design or layout. In many cases employees are required to work in awkward positions for long periods of time. This greatly increases the likelihood of injury. Fortunately, this is often the easiest problem to correct. The goal is to perform work in neutral posture as much as possible. Neutral posture is best described as the most comfortable position and usually involves little or no twisting or deviation of the joints.

To apply the principle of neutral posture to the office setting we need to look at the five major components of office workstations. They are: the chair, the computer keyboard, the desk, the computer monitor, and the work product.

Chairs are often the most overlooked piece of office equipment, yet they are the single most important item from an ergonomic standpoint. A poor chair that lacks adjustments and support makes it almost impossible to work comfortably and in neutral posture. Good office chairs are fully adjustable including:

- Chair height.
- Height of the backrest.
- The position forward or back of the backrest.
- The position forward or back of the seat pan.
- The angle (tilt) of the seat pan.
- If armrests are provided, they should be height and width adjustable.

In many cases, fully adjustable chairs are provided for employees, but they never adjust them. Make sure you understand all of the adjustments your chair has and how to use them. When in

doubt, read the owner's manual or ask. A properly adjusted chair should allow the user to rest their feet comfortably on the floor without putting pressure on their lower thighs. Their knees should be approximately the same height as their hips, or slightly higher, and they should be able to sit back against the backrest which is positioned for low back support. If your feet don't rest comfortably on the floor the chair is too high. If the chair cannot be lowered any further, a footrest should be used. Whether armrests are provided depends on the type of workstation and personal preference. If they are provided, they should be height adjustable to allow the arms to rest comfortably on them without excessive shoulder drop. Armrests should also be well padded to reduce pressure on the lower arms.

Once the chair is properly adjusted, the next step is to position the keyboard to minimize bend in your wrists. In order to accomplish this, it is often necessary to have a position and height adjustable keyboard tray attached to the underside of the desk. These should not be confused with keyboard drawers that cannot be adjusted for height or position. If you do not use a tray, the only way to adjust the keyboard height is by moving the desk that is difficult at best, and sometimes impossible. Using a tray also frees up workspace on the desk where the keyboard once sat.

The height of the keyboard should be set so that there is approximately a 90-degree angle between the upper and lower arms. There should also be a straight line from the elbow out through your fingers. If your fingers hang down too much or bend up, creating a "V" between your hand and forearm, you place extra stress on your wrist. Many people find it comfortable to use padded wrist rests in front of the keyboard. This often helps minimize wrist deflection. The keyboard tray should also be adjusted so that you do not have to reach forward too far to type. Your elbows should be close to your side and back by your spine, not out in front of you. Do not extend the small legs on the bottom of the keyboard tray. This increases the wrist angle unnecessarily. Many keyboard trays now also have extensions for your mouse. This places everything you need within easy reach.

After you have adjusted the chair and keyboard tray, try using your desk. You should be able to comfortably write and use your other office equipment such as the calculator and phone. Some of these items may need to be moved closer to you. Your legs should also fit easily under the desk. Often, stored items such as boxes, block this and should be removed. The standard desk height is fine for most people. If you are exceptionally tall or short, however, adjusting the desk up or down an inch, if possible, may be helpful.

Now you are ready to position your monitor. It should be directly in front of you. Monitors that are off to one side cause you to turn your neck that can lead to injury. The top of the screen should be at about eye level. If the screen is too low your neck will ache from constantly looking down. Putting old phone books or reams of copy paper under them can easily raise monitors. You may also use a special adjustable monitor holder to free up desk space. Tilt the screen so that the top is closer to you than the bottom. This will reduce glare from overhead lights. If you can't get away from outside light, use a glare screen to improve contrast and reduce eyestrain that can cause headaches. Also know how to adjust the screen contrast and brightness controls and keep the screen clean and free of dust and fingerprints.

The work product should be kept within easy reach. Heavy notebooks or binders that you use often should be placed near you. If you use the phone a lot, consider using a headset to reduce neck strain and free up your hands for other tasks. Copyholders can be very helpful if you are entering data or typing from paper. Set them up so they are as close to the screen as possible to reduce neck motion.

The risk factors of force, repetition, and mechanical stress are also controllable in an office environment. Force can be reduced by using automatic staplers and date stamps. If heavy files, boxes, or other items must be moved, use carts and dollies. When filing, use two hands to hold the larger files and keep heavy items stored between knee and shoulder height to reduce strain on your back and arms.

Repetition is controllable through the use of task management. Break up the work as much as possible throughout the day. If possible, do not spend more than two hours at a time typing or entering data. Intersperse other tasks such as filing to use other muscle groups. You should take ten-minute breaks every two hours if you are doing repetitive tasks.

Mechanical stress occurs when you rest parts of your body against hard or sharp objects. This cuts off blood flow and presses on nerves, which can lead to numbness and tingling. Sharp edges can be padded or cushioned where needed to reduce this.

Code of Safe Practices

General Safety Rules

1. All persons shall follow this Code of Safe Practices and render every possible aid to safe operations.
2. Failure to abide by the Code of Safe Practices may result in disciplinary action up to and including termination.
3. Immediately report any unsafe conditions, accidents, injuries or illness to your Supervisor or Manager.
4. If you are unsure of the safe method to do your job, STOP and ask your Supervisor. Ignorance is no excuse for a safety violation.
5. No one shall be knowingly permitted to work while the employee's ability or alertness is impaired by fatigue, illness, and prescription or over the counter drugs. Employees who are suspected of being under the influence of illegal or intoxicating substances, impaired by fatigue or an illness, shall be prohibited from working.
6. Never work while under the influence of an illegal or intoxicating substance, fatigued or ill.
7. Anyone known to be under the influence of any drugs or intoxicating substances which impair the employee's ability to safely perform the assigned duties shall not be allowed on the job.
8. Horseplay, scuffling, fighting and other acts that tend to have an adverse influence on the safety or well being of the employees are prohibited.
9. Work shall be well planned and supervised to prevent injuries in the handling of materials and in working together with equipment.
10. Keep your work area clean, free of debris, electrical cords and other hazards.
11. Immediately clean up spilled liquids.
12. Always notify all other individuals in your area who might be endangered by the work you are doing.
13. Do not operate equipment that you are not familiar with. Do not attempt to use such equipment until you are fully trained and authorized.
14. You are responsible for ensuring all safety guards are operable and in place. If they are not, STOP working and tell your Supervisor.

15. Never bring firearms, weapons, illegal drugs or alcoholic beverages on company or customer property or the job site.
16. A red tag system identifies equipment that is NOT to be operated, energized or used. All tag-out or lock-out notices and procedures must be observed and obeyed.
17. Do not block exits, fire doors, aisles, fire extinguishers, first aid kits, emergency equipment, electrical panels, or traffic lanes.
18. Do not leave tools, materials, or other objects on the floor that might cause others to trip and fall.
19. Do not run on the work site or in the shop or office area.
20. Do not distract others while working. If conversation is necessary, make sure eye contact is made prior to communicating.
21. Employees shall not enter manholes, underground vaults, chambers, tanks, silos, or other similar places that receive little ventilation, unless it has been determined that it is safe to enter.
22. Employees shall ensure that all guards and other protective devices are in proper places and adjusted, and shall report deficiencies promptly to the Supervisor or Manager.
23. Materials, tools, or other objects shall not be thrown from buildings or structures until proper precautions are taken to protect others from the falling objects.
24. Employees shall cleanse thoroughly after handling hazardous substances, and follow special instructions from authorized sources.
25. Gasoline or other flammable liquids shall not be used for cleaning purposes.
26. No burning, welding, or other source of ignition shall be applied to any enclosed tank or vessel, even if there are some openings, until it has first been determined that no possibility of explosion exists, and authority for the work is obtained from the Supervisor or Manager.
- 27.

Fire Prevention and Housekeeping

1. Always take precautions to prevent fires which may be started, particularly from oily waste, rags, gasoline, flammable liquids, acetylene torches, improperly installed electrical equipment and trash.
2. Firefighting equipment is to be inspected on a regular basis. All discharged, damaged or missing equipment is to be immediately reported to a Supervisor. Tampering with fire equipment is prohibited.

3. Access to fire extinguishers must be kept clear at all times. Make note of the location of firefighting equipment in your work area.
4. Never use gasoline or flammable solvents for cleaning purposes.
5. Smoking is prohibited within 20 feet of where flammable substances are present.
6. In case of fire, employees shall consider the safety of themselves and other individuals before saving property.
7. Keep your work areas free of debris. Remove useless material from the work area as fast as required to help reduce tripping hazards.
8. Maintain awareness of potential hazards when walking about the work site.
9. Keep tools, materials and equipment out of walkways and stairways at all times.
10. Sharp wires or protruding nails must be kept bent.

Code of Safe Practices Receipt

This is to certify that I have received a copy of the AAS Code of Safe Practices. I have read these instructions, understand them, and will comply with them while working for the company.

I understand that failure to abide by these rules may result in disciplinary action and possible termination of my employment with AAS.

I also understand that I am to report any injury to my Supervisor or Manager immediately and report all safety hazards.

I further understand that I have the following rights.

- I am not required to work in any area I feel is not safe.
- I am entitled to information on any hazardous material or chemical I am exposed to while working.
- I am entitled to see a copy of the AAS Safety Manual and Injury and Illness Prevention Program.
- I will not be discriminated against for reporting safety concerns.

Print Name

Sign Name

Date

Copy: Employee
File

Driving Safety Rules

Motor vehicle accidents continue to be the leading cause of workplace death in the nation. In 1995 alone, 1,329 workers were killed on the job, in auto accidents. That's one employee death every 7 hours of every day.

Motor vehicle accidents are:*

- The leading cause of death at work.
- The leading cause of death for people age 15 to 24.
- The second most common cause of death for people age 25 to 44.
- The third most common cause of death for people age 45 to 64.
- The fifth most common cause of death for all ages behind heart disease, cancer, stroke, and lung disease.

*Source: 1995 statistics from the National Institute of Occupational Safety and Health (NIOSH) and the Bureau of Labor Statistics (BLS).

Fortunately, auto accidents are often preventable. By driving defensively and using good judgment, you can significantly reduce your chances of being hurt or killed in a motor vehicle. The following defensive driving tips are designed to help you avoid accidents and injuries from your fleet operations.

These rules are mandatory for all employees driving on behalf of AAS.

1. Only authorized employees may drive on behalf of AAS . No other family members may drive vehicles on behalf of AAS.
2. Seat belts must be worn in AAS vehicles at all times.
3. No employee is permitted to drive vehicles behalf of AAS while impaired by alcohol, illegal or prescription drugs, or over the counter medications.
4. All accidents involving while driving behalf of AAS must be reported to the office immediately.
5. Employees with two or more preventable accidents in a three year period, or that obtain three points on their driving record, will be subject to a loss of their driving privileges or have their driving privileges restricted.
6. The single biggest thing you can do to save your life is wearing your seat belt. Hundreds of studies over the years have proven, without a doubt, that seat belts save lives. This is true even in crashes involving fire and water submersion. Properly worn seat belts actually

absorb crash forces that, otherwise, would be transferred to your body. If the seat belts in your vehicle are inoperative or defective, have them repaired or replaced immediately. You should wear the lap belt low across your hips and have the shoulder strap directly across your chest. You also need to keep the belt tight. There should not be more than an inch between your body and the belt at any point.

7. Get the big picture while driving. Keep your eyes aimed high and try to anticipate hazards and other drivers' mistakes. You should be looking well ahead of where you are. You should also always leave yourself an out in case the other driver does the unexpected.
8. Maintain a safe following distance at all times. Approximately 1/3 of all auto accidents are rear end collisions. You should be at least two seconds behind the vehicle in front of you to allow yourself sufficient time to stop. Do not tailgate. Following distances should be increased for larger vehicles or if in slippery or rainy conditions.
9. Avoid passing on two lane roads. Head on collisions are the most common cause of fatalities. You should also turn on your headlights while driving on two lane roads. This helps oncoming traffic see and avoid you. Never pass another vehicle on blind turns or hills.
10. You must be sober and alert at all times while driving. The use of drugs or alcohol while driving, or prior to driving, significantly increases your chances of having an accident. It should be at least eight hours from the time you take a drink until operating a vehicle. You should also avoid the use of prescription or over the counter medicines that make you drowsy.
11. Inspect the vehicle for mechanical defects prior to each trip. Test your brakes as soon as you start out to insure they are properly operating. Worn tires can make your vehicle difficult to control or stop.
12. Avoid dialing the phone, reading maps or other distracting activities while driving. These actions take your eyes off the road and often cause you to swerve. Pull over into a safe parking area before making that call.
13. Never drive faster than road conditions warrant. Slow down when road conditions are poor (rain, fog, night) and never exceed posted speed limits.
14. Always signal when changing lanes or turning.
15. Use caution when passing any stopped vehicle, especially near intersections or cross walks.
16. Aggressive driving has become a significant problem in the past few years. Just don't do it. Avoid tailgating, rapid lane changes, speeding, and hand gestures to bad drivers. You never know, they may be armed. If you are being tailgated, change lanes and let them pass. It's really not worth getting killed over.

17. Intersection collisions are also a significant problem. These are often caused by someone running the red light. You should always be under control when approaching an intersection and be prepared to stop if the light changes.
18. Slow down and look for trains at all railroad crossings. Even with modern signals and gates, hundreds of cars are hit by trains each year at grade crossings.
19. Use your low beams while driving in fog and slow down. If you can't see, pull over into a safe parking area and wait for better visibility. Do not stop in the traffic lanes. You will almost certainly be hit by another vehicle if you do.
20. Always walk behind the vehicle before backing. This will insure that there are no people or objects behind you that you cannot see from the driver's seat. You should also make sure that all loads are properly secured to prevent them from moving. Numerous accidents are caused by objects that have fallen off company vehicles.
21. Always signal well in advance when changing lanes or turning, and make sure to check your blind spot for other vehicles. Also, avoid driving in someone else's blind spot. If they can't see you, they don't know you are there.
22. Yield the right of way until you are sure the other driver is going to stop. Just because you have the legal right of way doesn't mean you should always take it. Always yield the right of way to emergency vehicles.

Defensive drivers:

- Expect the unexpected
- Anticipate bad driving by others
- Look ahead for hazards
- Always leave themselves an out
- Always drive under control
- Obey the rules of the road

Driving Safety Rules Vehicle Policy Receipt

This is to certify that I have received a copy of the AAS Driving Safety Rules I have read these instructions, understand them, and will comply with them while driving on behalf of the company.

I understand that failure to abide by these rules will result in disciplinary action and possible suspension of my driving privileges.

I understand the company uses the California Department of moto vehicles Driver Pull Notification System and that AAS will be notified in the event I am cited for an accident or a felony driving occurrence.

I also understand that I am to report any accident to the office immediately.

Print Name

Sign Name

Date

Copy: Employee File