

CMAA's Certification Program Continues to Distinguish the Unique Qualifications of Club Management Professionals

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from the golf side of the business or the food and beverage side. CCM candidates are encouraged to attend the course in the area in which they have the least amount of experience.

The CCM exam will remain 400 multiple choice questions. The Task Force and the Certification Committee reviewed the recent Certification Competency Area Survey that was completed in 2007. This survey revealed which competency area managers use the most in their job. After reviewing the survey results, they recommended adding a tenth competency area, "Interpersonal Skills." They also

recommended changing the name of the "Management" competency to "Leadership" and the "Marketing" area to "Membership & Marketing." These recommendations were approved along with the rest of the requirements. The exam will continue to test the original nine areas until some time in 2009. The "Interpersonal Skills" competency area needs to be worked into the existing BMI curriculum before it can be included in the exam.

The Education Department realizes you will have questions regarding all of the changes outlined in this article, so please feel free to contact us at (703) 739-9500 with any questions. ♦

How to Achieve Active Membership Status

There are two requirements CMAA members must meet to become "Active members." You must be a "Provisional member" for at least one year and earn at least 15 CMAA Education credits. CMAA Education credits may be earned through chapter-level education, CMAA workshops, CMAA World Conference education and BMI programs.

Once both of the requirements have been met, your membership will be transferred to active status. You will be notified of the change with a letter from the Education Department and a new membership card with your updated membership status. ♦

Association Services

Twelve Steps to Safety

Step Three: Accident Prevention and Investigation

In September 2003, CMAA signed an Alliance with OSHA to promote safe and healthful working conditions for membership club employees in the areas of hazard communication, recordkeeping and respiratory protection. In February 2005, CMAA renewed its Alliance and added a new scope of concentration: landscaping and horticulture. The Alliance was again renewed in October of 2007. This article, the third in a series of 12 articles, was written by club industry expert Alan Achatz, CCM, CHE, of AKA Capitol Adventures in conjunction with participants in the OSHA and CMAA Alliance. The purpose of this series is to help new and seasoned managers embark on a path to safety compliance at their facilities.

Prevention

Thorough investigations of accidents and near misses are key components of an effective workplace safety and health program and are critical for preventing future occurrences.

Have you ever investigated an accident or near miss at your club? Start by asking the questions: who, what,

where, why, when and how?

Then, question if there were any special circumstances that led to the incident.

Awareness of what can happen is the first step to a safe operation. Once you know what can happen and what hazards are around, you can then determine who is at risk of injury and how the injury may occur.

Assessment

A hazard analysis will identify the major safety and health hazards in your workplace. It will help you determine the necessary steps to reduce or eliminate those hazards.

One example might be a broken corner of a concrete stair by the receiving area. For purposes of this example, assume that the stair is not in the member entry area, where it would likely be promptly repaired, but by the back door. Employees and outside delivery personnel have been traversing the stair and nothing has happened yet. Are you going to put this trivial repair on the list of tasks to do?

Obviously the above example is an over simplification. Your hazard analysis will need:

- Management buy-in;
- Methodology to search for the

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Twelve Steps to Safety

Step Three: Accident Prevention and Investigation

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- hazards including who might be harmed and how an event may occur; and
- Documentation of findings.

How To Ask the Staff Questions

One important facet involved with preventing accidents may be the way you ask a question. Consider employees for whom English is a second language. The way a question is posed may be the difference between working safely and an accident or perhaps even life and death.

Consider these two questions and the potential different responses.

- “Can you operate a fork lift?”
- “When were you trained and certified as competent to operate a fork lift?”

In certain cultures, to admit one cannot do something can be considered an affront to the person’s masculinity. Recognize that the way you ask questions can affect an answer. The goal is to determine how the accident occurred and then eliminate the potential for the event occurring again.

Near Misses – The Things That Almost Happen

Are you doing anything about them? Is there any method for discussing or documenting them? How many near misses occur before an accident occurs? Start to ask “What accident has almost happened” and document what you learn.

Apathy

The philosophy of “this is how we have always done it” can lead to accidents. More often than not, a poisonous attitude from a long-time worker can affect how the work is done. Has risk-taking occurred? How much risk taking is acceptable?



Accident Investigation

“Don’t tell Mom.” As kids when something went wrong, we were afraid of the repercussions. Does this very phobia carry over into the work place after something happens?

It is possible that this mentality enters into the thoroughness of most accident investigations. Are the employees afraid of being blamed? Is the root cause being diligently sought? Or do we only go so far as to figure what happened and hope and pray that the same event never occurs again? Is it that we don’t have the time to dedicate to doing a proper investigation? Or could it be that we have never been properly trained on how to do an accident investigation?

The first step is to look at the circumstances involved in the accident. Who was involved? What tasks led up to the event? What tools were being used? How were the tools being used? Was the person involved properly trained on how to use the tools? When did the incident occur – beginning of the day? Beginning of the workweek? After pay day? Where did the incident occur? Is there an environmental factor that precipitated the event?

Next, we have to question the work place culture. Have the budgets been cut so many times that there is no money being spent on safety? Has the training budget been eliminated? Do

we say that due to budget cuts there is no money for this or that?

Each incident offers an opportunity to correct the situation whether it is an unsafe act by an employee, a training issue, design problem, faulty tool or perhaps a lack of awareness. It is important for the supervisors to have a level of trust with the employees. Employees must be comfortable approaching the supervisor on any issue. In addition, employees need to believe that if they approach the supervisor or manager, their concerns will be taken seriously and addressed.

Knowing what happened leads to finding out how it happened and, hopefully, eliminating a recurrence. Management buy-in and commitment is paramount.

Additional Resources

Accident Investigation Safety and Health Topics Page:

<http://www.osha.gov/SLTC/accidentinvestigation/index.html>

Job Hazard Analysis, OSHA Publication 3017 (2002):

<http://www.osha.gov/Publications/osha3071.pdf>

For more information on how your club can benefit from the Alliance and OSHA topics specific to the club industry including archives of previous articles in this series, please visit <http://www.cmaa.org/legislat/osha.asp> or contact Melissa Low, director, Industry Resources and Legislative Services, at melissa.low@cmma.org or (703) 739-9500. This article was written by club industry expert Alan Achatz, CCM, CHE, of AKA Capitol Adventures in conjunction with participants in the OSHA and CMAA Alliance. It does not necessarily reflect the official views of OSHA or the U.S. Department of Labor. ♦