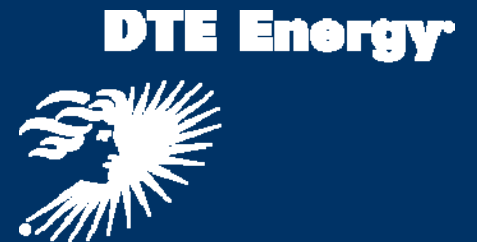
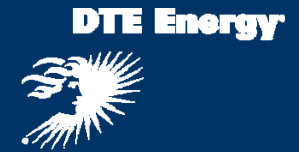


Joint Union – Management
Safety Program
At DTE ENERGY

EEl Safety Sub Committee Meeting
October 1 – 3, 2007
James Junga
Ray Kelly IV

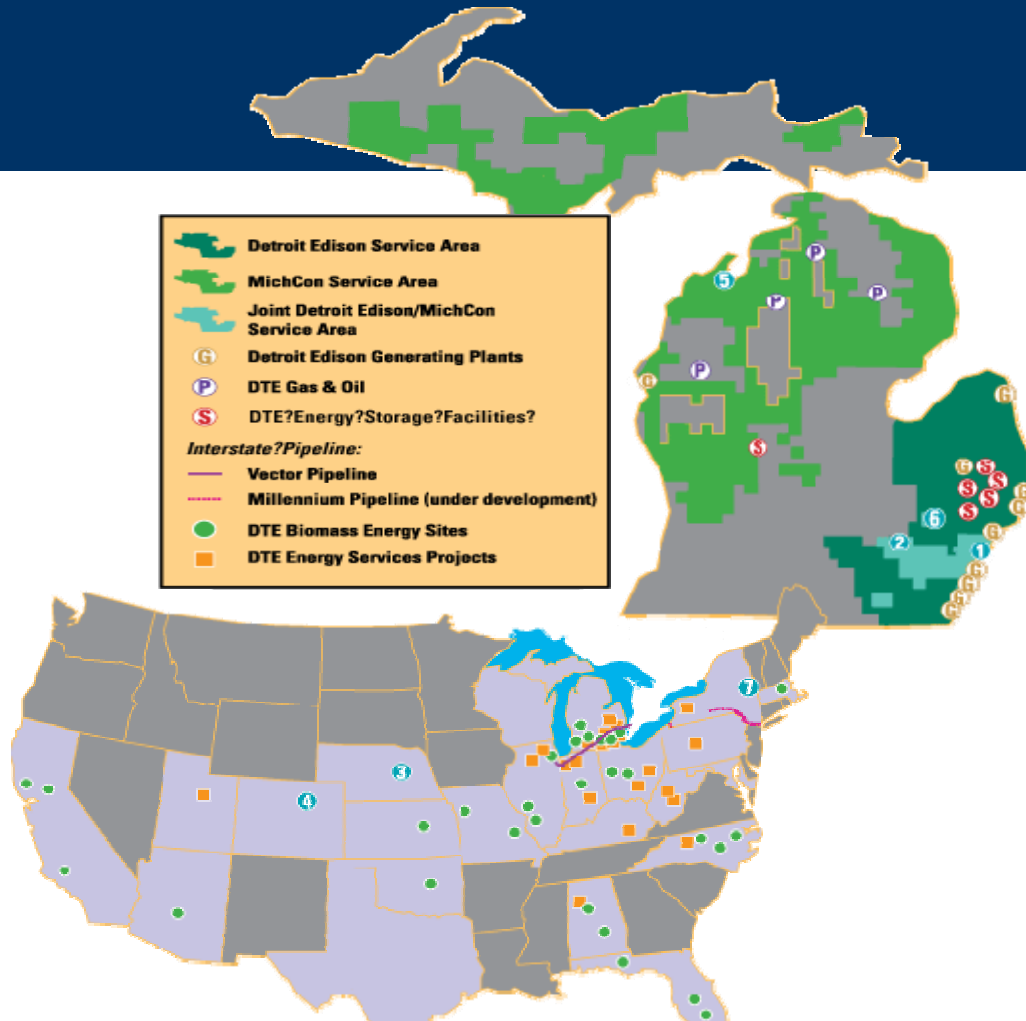


Agenda



- **A brief introduction to DTE Energy**
- **Our Safety Mission, Core Value Statement, and current results**
- **The current Corporate Safety Strategy**
- **Our Joint work and results**
 - **Contract Language and requirements**
 - **Joint Implementation (JIT/JBCOP)**
 - **Achievements**
- **New for 2007**
- **Summary**
 - **Lessons Learned**
- **Tools Appendix**

DTE Energy at a glance



Headquarters Locations:	
1 Detroit, Michigan: DTE Energy DTE Gas Storage, Pipelines and Processing Edison Development Corporation	3 Grand Island, Nebraska: DTE Rail Services
2 Ann Arbor, Michigan: DTE Energy Services DTE Energy Trading DTE Biomass Energy DTE Coal Services DTE Gas Resources, Inc.	4 Lakewood, Colorado: DTE Transportation Services
	5 Traverse City, Michigan: DTE Gas & Oil
	6 Farmington Hills, Michigan: DTE Energy Technologies
	7 Latham, New York: Plug Power

- Leading Great Lakes Energy Provider
- 11,000 employees
- Fortune 500 Company Headquarters in Michigan, USA
- Traded on NYSE for over 100 years
- \$8.6 billion equity market capitalization
- \$24 billion in assets
- 2006 Revenue of \$9 billion
- 2006 Operating Earnings* of \$593 million
- Union Membership
 - Local 223 = 4166; 12 BU
 - Local 17 = 485
 - Local 132 = 187
 - Local 799 = 169
 - Local 70 = 60

At DTE Energy, maintaining the highest standards of Safe working conditions and behaviors is crucial; for our Employees and for our customers.



- **Mission**

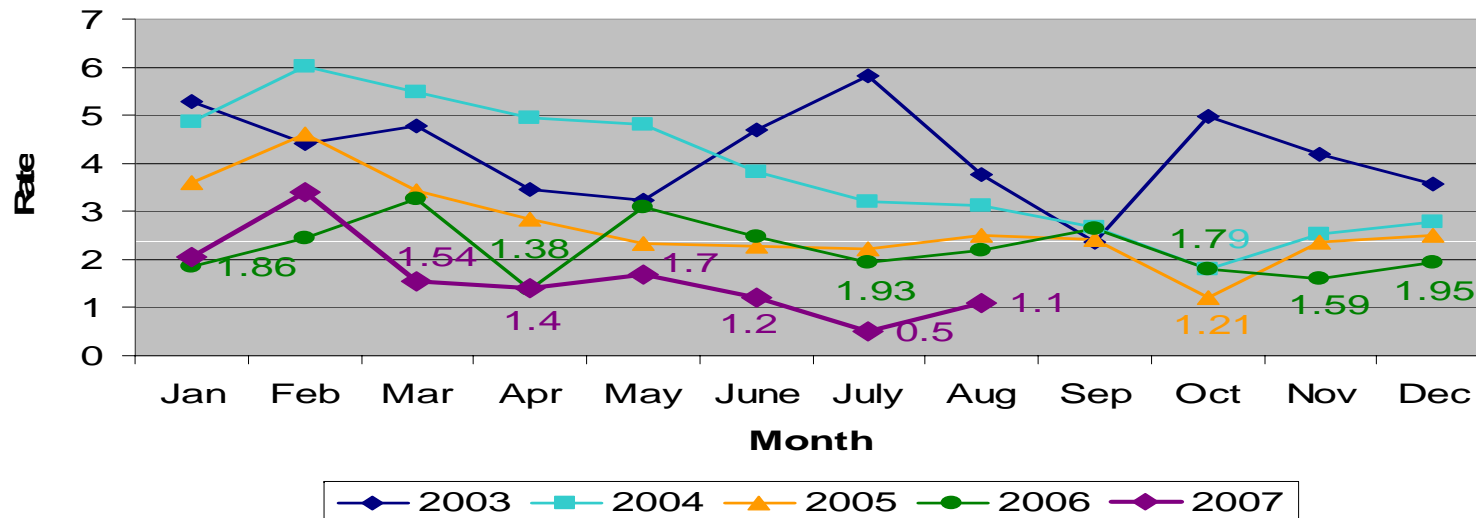
- At DTE Energy, **Safety is a Core Value**, so that no matter the priority or changing business focus, our commitment toward safety shall not be compromised. No job we do or service we perform is so urgent that we cannot take the time to perform each aspect of the job safely.

- **Safety** – Commit to performing our jobs in the safest manner possible
 - We protect the safety of our customers, the general public and ourselves.
 - We work together to continuously improve safety processes.
 - We promote safety as a core value to others on and off the job.
 - We take responsibility for our own personal safety, follow all safety-related rules and procedures, and remain mindful of the safety of others.

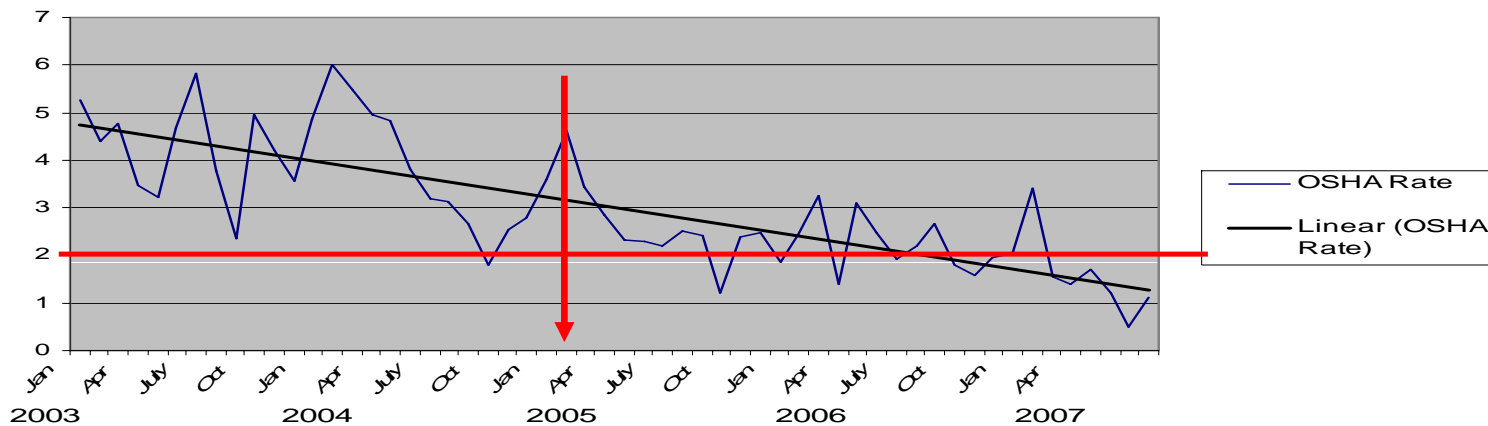
Our current OSHA rate
and our track record for the last 5 years would
indicate we are improving...



DTE Energy's OSHA Rates



DTE Energy OSHA Rates



Development of key attributes to a Safety Strategy is critically important.



- **Partner / Engage all employees**
- **Strict Regulatory Compliance**
- **Hazard Recognition, Communication and Remediation**
- **Strong Measurement processes/focus**
- **Training requirements Built, delivered**
- **Assessment Paradigm Established**
- **Benchmark, internal & external**

To Engage Employees... you have to begin with Employees



- **2004 contract language developed the foundational requirements**
- **The Agreement also set up a process for implementation**
 - **Joint Implementation teams**
 - **Develop the Standard**
 - **Teach the Standard**
 - **Implement the Standard**
 - **Check and Adjust the Standard**
 - **Work governed by the JBCOP (Joint Bargaining Committee Oversight Process)**
- **Safety Imperatives (the Standard)**
 - **Staffing**
 - **Committee Structure**
 - **Proper Training (committee level and individuals)**
 - **Joint Incident Investigation Teams**

To Engage Employees... you have to begin with Employees, details...



- **Created 3 full time safety directors; 2 electric, 1 gas**
- **Created 10 full time Safety Specialists**
 - **5 in Fossil Generation**
 - **1 in Nuclear Generation**
 - **3 in electric distribution; 1 in UGL, 1 in OHL, 1 in Sub Stations**
 - **1 in support shops**
- **Created an enterprise wide Joint Health and Safety Committee**
- **Create uniform Safety Committee Structures**
- **Since 2004**
 - **Peer to peer observation program; UGL and FG**
 - **Value Based Safety program**
 - **Joint support for MVPP certifications**

So what do JIT tools look like...

agreeing is one thing, developing and implementing requirements of a CBA are another.



- **Joint Implementation Teams[©] - - - - 101**
 - ✓ **5 Ws and How; creating a shared vision and interest**
 - Who, where, what, why. How
 - Jointly developed and based on interests
 - ✓ **Framework chart**
 - Current state to Desired state, with activity milestones
 - Managed Change Process
 - **Timing Chart**
 - Sets expectations for leadership and the Team
 - **Periodic reporting**
 - Monitoring progress, accountability
 - Reporting to Leadership
 - ✓ Examples in the APPENDIX

Just completed, 2007 Contract Negotiations, what's new for Corporate Safety...



- **Designated Senior Management support statements**
- **Revised enterprise wide safety committee structure**
- **Business case for added Safety Specialist support**
- **Developed accountability and evaluation tools**
- **Formal issues Escalation Protocol**

In retrospect, would we have done anything differently?



- **Lessons Learned**

- **Engagement is CRITICAL!**
- **Structured implementation is important to success**
- **Uniform training was developed to set the foundation**
- **LEADER support is crucial...**
- **Set and work the STANDARD**
 - **Staffing**
 - **Training**
 - **Joint Investigations**
 - ✓ **Committee structure and commitment**

IT'S NOT MAGIC - - - !
IT'S HARD WORK



- Start Slow – work on easy problems
- Don't look for immediate results
- Educate all levels of employees about the Joint Union / Management Safety Process
- Measure and Celebrate Success

TOOLS APPENDIX



- **5 W's and How**
 - **Template**
 - **Original Safety Shared Vision**
- **Frame Work Template**
 - **With Safety Imperative example**
- **Safety Imperative outline**
- **Joint Safety Committee Basics**

Rough Draft Working Copy

DTE Energy/UWUA Local 223 5W's and How

(The Strategic Planning 3.0 5W's and How Box Definitions for Joint Implementation 5.0 Standardization)



<p>Who:</p> <p>Known as the "Make a plan that is like a contract" Box (Clarify Responsibility)</p> <p>Responsible Person/Function (the process/project owner who needs to get agreement) Respective Business Unit/Work Location/Support Function Vice President</p> <p>Contributing Person/Function (who needs to agree) Respective Bargaining Unit Chairpersons</p> <p>Related Person/Function (who needs to accept) All Respective UWUA Local 223 Elected Representatives All Respective DTE Energy Salaried Employees</p> <p>Other Persons (who needs to know) Employees at all levels</p> <p>What level of knowledge does each group need? A-W-E A/Awareness – SPL? W/Working Knowledge – Stand Alone Module? E/Subject Matter Expert – Process Manual?</p>	<p>What:</p> <p>Known as the "Key Component of Imperative Non-Traditional Milestone(s)" Box, Example Change Systems (Communication, Learning, Reward/Recognition)</p>	<p>When:</p> <p>Known as the Check and Adjust the Standard Box</p> <p>Who (A): Respective Business Unit/Work Location/Support Function Vice President Respective Bargaining Unit Chairpersons</p> <p>Frequency: The actual dates individuals identified in Who (A) will conduct the Check and Adjust</p> <p>Check/confirm the results. Goal achieved? The Check necessary to sustain the Standard and determine if Adjustment is necessary</p> <p>Is adjustment necessary? The Adjustment necessary for Continuous Improvement</p> <p>Who (B): Respective Business Unit/Work Location/Support Function Director/Managers</p> <p>Are the Measurables trended, reviewed, reported monthly? Establish Metrics that will provide data to determine if goal of the Standard is achieved</p>
<p>Where:</p> <p>Known as the "Knowledge Transfer and Diffusion" Box that identifies where the data resides in the organization</p> <p>Data/materials needed to complete PDCA cycle Only answer categories that are applicable</p> <p>Location:</p> <p>Where in the Office? Administrative Assistant File Name example</p> <p>Where on the Facility Floor?</p> <p>Where on the Web? Quest Site – Joint Alignment and Implementation Support Function Site example</p> <p>Where on the Local Drive?</p> <p>Where in Field?</p> <p>Where is the folder located?</p> <p>Where is the file located?</p> <p>Other?</p>	<p>Why:</p> <p>Known as the "30 Second Elevator Speech that identifies the Business Case for the Change" Box</p>	<p>How:</p> <p>Known as the "Steps in the Process" Box</p> <ul style="list-style-type: none"> - Sequence of Steps that should be followed, the same each time (Standardized) - The Key in this step is to avoid surprises, ensure clear, concise communication through-out the organization at all Levels (Strategic Level, Collective Bargaining Level, and Workplace Level) and to ensure a smooth transition of the change process.

Safety Agreement

- Shared Vision (5Ws & How) for Implementation -



Who:

- Union and management bargaining committees and members of the leadership LMC
- Safety Joint Implementation Team
- Safety Implementation Champions and subject matter experts
- Operating Council Safety Sub-Committee, DTE Energy-wide Joint H&S Committee, Joint Bargaining Unit H&S Committees, Joint Work Location H&S Committees, Topical Committees and additional Safety Committees
- Organizational Learning
- Where appropriate, Training Advisory Groups (TAGs), COEs, LMCs, CURBs, and other relevant forums
- Business Unit Vice Presidents
- Members of Safety Incident Investigation Teams and affected members of the workforce where investigations occur

What:

- A joint commitment and shared responsibility to develop and continuously improve safety programs and processes, including:**
- Develop and maintain a properly staffed safety organization
 - Support a proactive safety committee structure, including ensuring an appropriate and effective issue resolution process, reaching up to the Operating Council
 - Establish the process to form Joint Safety Incident Investigation Team(s) for accidents and near misses that appear to be or are life threatening (as identified in the contract)
 - Ensure appropriate safety training to employees, safety committees and safety representatives and for the company to provide funding as necessary to meet this shared responsibility.
 - Ensure the safety issues that surface in the implementation process are addressed as appropriate.

When:

- Scheduled working sessions of Safety Joint Implementation Team beginning in the first quarter, 2005
- Resolution of safety staffing commitments by first quarter, 2005
- Effective Safety Incident Investigation Team process by first quarter, 2005, with appropriate follow-on training
- Established schedule for safety committee training by first quarter, 2005

How:

- Engagement of senior union and management leadership to address system barriers and ensure appropriate resources
- Ensuring systems are capable of delivering measurable improvements
- Continued revitalization of the joint safety committee structure
- The Safety JIT will first establish a Shared Vision (this 5Ws & How document – the “Desired State”) and Charter for the Joint Implementation Team; then it will examine the “Current State” and “Delta State” milestones, using a “Managed Change” methodology; the JIT will use an interest-based approach to any negotiated or policy issues that emerge
- Ensure joint implementation and “PDCA” (Plan, Do, Check, Adjust) support, with periodic review by the Joint Bargaining Committee Oversight Process

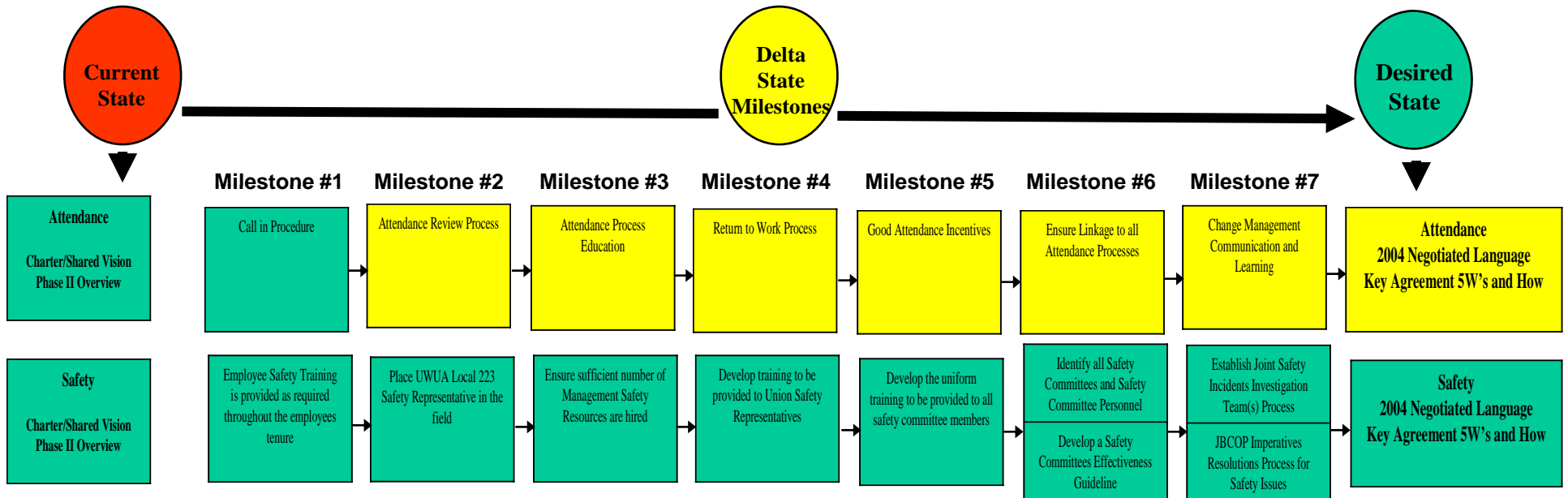
Where:

- Meetings of Joint Implementation team and other committees at Local 223 or DTE facilities
- Briefings and Training in respective Business and Bargaining Units where Safety initiatives are to be implemented

Why:

- Safety is a core value. The commitment and engagement of all employees is needed in order to ensure health and safety at DTE, with a particular focus on reducing injury potentials, reducing workers compensation costs and complying with governmental regulations.

Framework Template used to monitor progress in Developing, Teaching, Implementing, and Executing the Standard....



Ready	
Marginally Ready	
Not Ready	
Undefined	

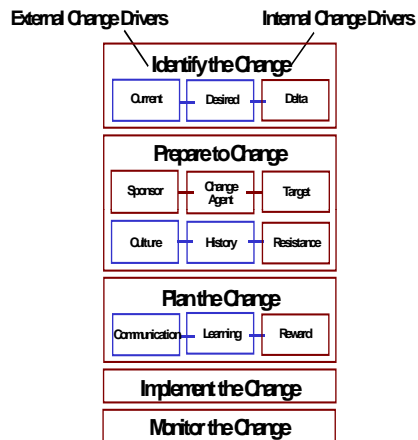
Framework Template used to deploy the Joint Alignment process, setting up the change management requirements.



Detroit Edison—Local 223 and Local 17 ‘Pathways to Partnership’

DTE Energy Operating System Framework—Vision Principles Actions Results

DTE Managed Change Project



DTE Managed Change 4X3s Model

- Determine the major issues in each stage of change:
 - Analyze the Current State
 - Define the Desired State
 - Assess the Delta State
- Identify and assess the key stakeholders:
 - Sponsors
 - Change Agents
 - Targets
- Determine the degree of risk and the cost of the change:
 - Culture
 - History
 - Resistance
- Design the change systems:
 - Communication System
 - Learning System
 - Reward System

Element 1—Employment Security

- Traditional
- Foundation
- Transition Phase 1
- Transition Phase 2
- Vision

Element 2—Change Leadership Roles

- Traditional
- Foundation
- Transition Phase 1
- Transition Phase 2
- Vision

Element 3—Change Employee Roles

- Traditional
- Foundation
- Transition Phase 1
- Transition Phase 2
- Vision

Element 4—Changing Work Process

- Traditional
- Foundation
- Transition Phase 1
- Transition Phase 2
- Vision

Element 5—Reward and Recognition

- Traditional
- Foundation
- Transition Phase 1
- Transition Phase 2
- Vision

Element 6—Performance Targets and Measures

- Traditional
- Foundation
- Transition Phase 1
- Transition Phase 2
- Vision

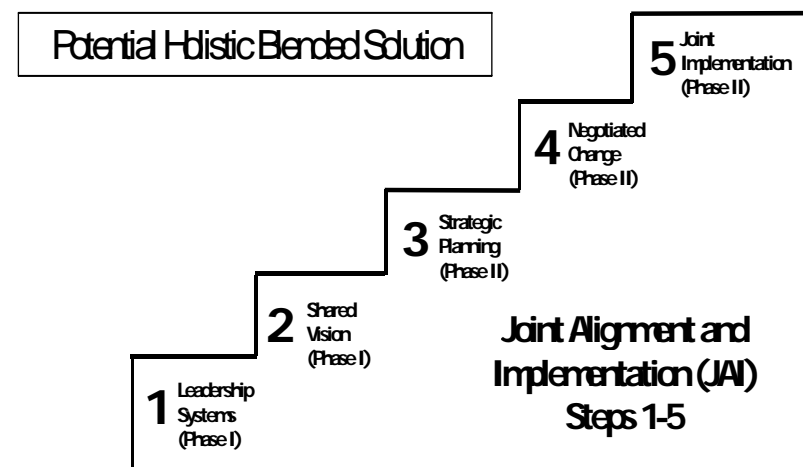
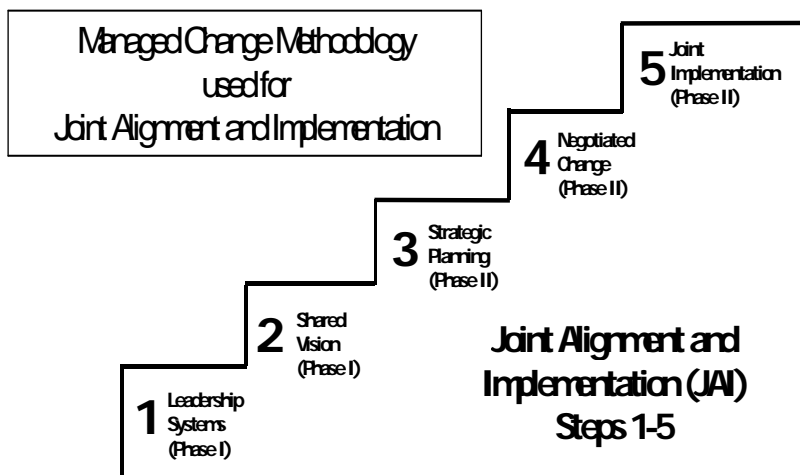
Vision: We, the employees of DTE Energy, excel as partners founded on trust, respect & shared responsibilities in pursuit of business excellence & success.

- **DTE Operating Principles**
- Operate consistently with DTE Energy Way, Pathways to Partnership, and the People Strategy
- See 12 Bullets
- **The PDCA Cycle/Develop People**
- Plan & Engage
- Operate Consistently
- Measure, Learn & Analyze
- Continuously Improve
- **Anticipated Results**
- People
- Financial
- Customer & Stakeholders
- Competitive Position

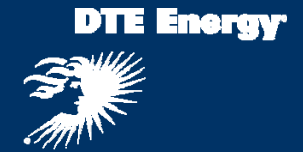
LaMish & Associates Inc.

Detroit Edison 2399

Revised 15/2012



Updated August 10, 2005



October 11, 2005

Safety practices modified to align with Local 223 contract

The 4 topical areas for 2005 Personnel Safety Imperatives:

1. *Safety Staffing*
2. *Safety Committees*
3. *Safety Training*
4. *Joint Safety Incident Investigation Teams*



October 11, 2005

Safety Imperatives:

Safety Staffing

- Union safety representatives have been selected. *See page 10 of the September [Connections](#) publication.*
- Three safety professionals were added to the [Corporate Safety staff](#).

Safety Committees

- All [safety committees](#) and their members have been identified, with an organizational chart showing structure, composition / membership, and functions.
- Roles and responsibilities, charters and mission statements were created for all levels of safety committees.
- A [guideline for safety committee effectiveness](#) will now be used to assess all of the company's safety committees.



October 11, 2005

Safety Imperatives:

Safety Training

The following safety training has been developed and is being administered:

- **Uniform training** for all safety committee members.
- A master list of required regulatory training for employees and supervisors
- Occupation/task specific safety training requirements by business unit
- A new Employee Orientation Program

Joint Safety Incident Investigation Teams

A **Joint Safety Investigation Standard** has been developed and published.

- Team members have been identified and training will be completed in 2005.

Joint Safety Committee Basics



- **The following slides are here to assist in development and deployment of joint Union/Management operated Safety Committees...**
- **They can also be used or replicated for any joint committee**

Getting Started



- **Scope of committee duties and responsibilities**
- **Committee specifics**
 - **Size**
 - **Composition**
 - **Leadership**
 - **Reporting Structure**
- **How members are selected and tenure**
- **Meeting Schedule and Minutes**
- **Time, pay and budget for committee activities**

Different Types of Safety Committees



- **Many Different Types**
 - **Management Safety Committee**
 - Includes corporate level committees
 - **Labor Safety Committee**
 - International level
 - Local level
 - Specific Projects
 - **Worker Safety Committees**
 - Project or Company Specific
 - **Joint Union-Management Safety Committees**
 - Requirement of Labor Contract
 - Bargaining Unit, Local or International level

Trends in Support of Joint Safety & Health Committees



- **The Labor Movement / Collective Bargaining Agreements**
- **The Occupational Safety and Health Administration (OSHA)**
- **Proliferation of Total Quality Management (TQM), Continuous Process Improvement and Quality Circles**
- **State laws and workers compensation**
- **Expanded roles of Joint U/M committees**

What Employees Want



- **A Safe Workplace**
- **A Positive Workplace**
- **To Take Care of One Another**
- **To Stop the Hurt**

National Labor Relations Act



National Labor Relations Act And Safety and Health Committees

Overview Of The NLRA



- Section 2- Definitions
- Section 7 - Establishes basic rights of employees to form, join or assist a union.
- Section 8 - Unfair Labor Practices

NLRA Section 2(5)



- **A Committee is a Labor Organization if:**
 - **Employees participate**
 - **The organization exists (at least in part) for the purpose of “dealing with” the employer**
 - “Dealing with” in Section 2(5) is broader than the term “collective bargaining”**
 - **Dealings concern “grievances, wages, hours of work, working conditions, or rates of pay.**
 - (Safety & Health is a mandatory subject of bargaining and a condition of work)**

Unfair Labor Practice



- **8(a)(1) Interference with Section 7 rights.**
- **8(a)(2) Unlawful for employer to dominate or interfere in forming or administering a union**
- **8(a)(3) Discriminate against employees**

- **8(a)(5) Refusal to Bargain in Good Faith**
 - **Required Subjects of Bargaining**
 - (a) Wages & Hours of Work**
 - (b) Conditions of Employment**

Committee "Do's"



- **Select employee volunteers that are approved by their Union**
- **Arrange for turnover or revolving participation of employee members**
- **Limit discussions to issues involving health and safety**
- **Share information, ideas, and experiences**
- **Engage in brainstorming**
- **Present range of ideas to management, not a single proposal**
- **Encourage managers to facilitate discussion among employee participants**
- **Seek input from sources other than the employee group**
- **Answer questions from employees on policies and procedures**

Safety Committee “Don’ts”



- **Have employees vote for representatives to the group**
- **Encourage employees in the group to report to co-workers**
- **Allow employees to engage in give-and-take exchanges (negotiations) with management members in the group**
- **Allow managers in the group to accept, reject, or vote on ideas and suggestions from the group members**
- **Let the group consider personal grievances**

Meaningful Participation



- **Ongoing, effective communication between the employer and employees about safety & health issues, including access to information**
- **Employee involvement in areas of assessing and controlling hazards, training, and evaluating the effectiveness of the safety and health program**
- **A way for employees to promptly report near misses, injuries, illnesses, & hazards and make recommendations for appropriate ways to correct those hazards**
- **Prompt response by employer to such employee reports**

Union / Management Committees



The Union / Management Committee is a tool used by labor and management to improve the working conditions, procedures & practices

Labor and Management meet on a regular basis to discover, discuss, and resolve safety & health issues.

The Basic Formula for Success is:



- **COMMITMENT** by both parties to make the committee a success
- **WILLINGNESS** to recognize that problems may exist
- **DESIRE** to improve the situation
- **COMMITMENT** to allocate resources
- **EXPECTATIONS** are realistic in nature
- **TRAINING** how to do it right

The Advantages



For the Union:

- An open channel of communication
- An avenue to express complaints outside the normal grievance procedure
- Input on changes for everyone affected
- Recognition of the union as a responsible organization with a constructive role

For Management:

- An open channel of communication
- A forum to review health & safety needs and review improvements
- Advance discussion of changes that will impact the employee
- An opportunity to be responsive to constructive suggestions and valid complaints.

What's Next?



THE ROAD TO A WELL FUNCTIONING JOINT SAFETY COMMITTEE STARTS WITH TRAINING

First The Tools



- ✚ LIFE CYCLE OF A GROUP – understanding how groups interact
- ✚ COMMUNICATION – effective ways of communicating and listening
- ✚ CONFLICT – how to deal with and resolve conflict
- ✚ BRAINSTORMING
- ✚ CONSENSUS DECISION MAKING

Second the Joint Union / Management Committee:



- **What Is It**
- **What Is It Not**
- **What It Does & Talks About**
- **What Is It's Structure and Governance**
- **What Are The Ground Rules**

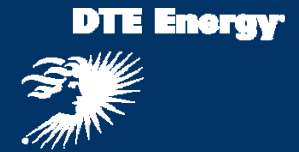


Develop a Mission Statement & Charter

Short but to the point –

- **What would you like the goals of the committee to be?**

Starting Your Committee



Ground rules provide focus

- ✓ **When do we meet**
- ✓ **Where do we meet**
- ✓ **How long are the meetings**
- ✓ **Representation on the Committee**
- ✓ **Agenda**
- ✓ **Minutes**
- ✓ **What is/is not discussed**
- ✓ **Norms of Behavior**

It is your committee – establish the rules by consensus