

## MIHS PRESIDENT'S MESSAGE

Lisa Quiggle, CAIH

### How did we get here and where are we going?



Since this is my first President's message, and I haven't been a long-term member of MIHS, I will give a brief review of how I got here. As with most industrial hygienists I've met, I started out in another field, in my case it was chemistry. I was employed for many years as an analytical chemist in various industries. I

am one of those rare people who have worked for industry, not-for-profit and academia. I ended up a few years ago working for Clayton, based at Ford Motor Company's Industrial Hygiene laboratory. After some arm-twisting, by the same person who would later twist my arm to accept this position with MIHS, I applied to take the CIH exam and sat for the CAIH exam, which I passed. At the time, I did not realize that this was part of a grand scheme to get me involved with MIHS, but it has been a very interesting experience. I have learned quite a bit, and met many people who have been very helpful to me as President-Elect.

Since I haven't been in the organization or the field for very long, I am always looking ahead to see where MIHS and the field of industrial hygiene are heading. Over the past year, I have seen three reoccurring items concerning the future of industrial hygiene:

1. Interest in serving on the local sections has been decreasing.
2. The number of students enrolled in Master's programs in IH is decreasing.
3. Those with non-traditional industrial hygiene training are now doing more of the traditional industrial hygiene work.

According to Safe Work in the 21st Century: Education and Training Needs for the Next Decade's Occupational Safety and Health Personnel a report by the National Research

Council, work in the United States has changed since the OSHA Act of 1970. The workforce is older, employs more women, people are working for smaller firms, and more work is contracted, outsourced and part-time. Less than half of today's workers have any contact with an OSH professional. While the report felt that the number of graduates entering the field may be adequate in the past, the number needed may rise in the future due to the changes in the workplace. The report also stated that the number of Doctorates granted in the United States, less than 10 per year, was not adequate to fill the future academic and research needs. The report also stressed the importance of continuing education for providing learning opportunities to OSH professionals.

While MIHS provides some support to the local universities in the form of matching grants and our Student Night, our biggest contribution is through the continuing education we offer. I would like to encourage all members to take advantage of our PDCs that we offer throughout the year. Also, encourage those who don't usually come to our programs to attend, as well. Remind them that the programs aren't just for those needing CM points, but for everyone in the OHS community.

This year we have three full day PDCs planned. We are currently making room reservations and will get the dates out for all three as soon as possible, so you can reserve the date. Our Frankenmuth conference is in early September, where we will be discussing noise. We are looking at presenting recent information on how genetics may play a role in hearing loss, presenting information on some new spectrum analysis equipment and information on noise analysis. We also are scheduling our mini-conference for Troy in early October. In November we are planning a tour of the new Ford Rouge facility with presentations on the design of the facility. We look forward to seeing you there.

Lisa Quiggle  
MIHS President

## MIHS Best Paper Award

One of MIHS's most enduring traditions has been the MIHS Best Paper award that was started back in 1957. Every year since, MIHS has annually recognized the author(s) of the most outstanding article from the American Industrial Hygiene Association Journal (AIHA Journal). In 1989, the MIHS Board of Directors voted to also recognize the author(s) of the "Best Paper" in the Applied Occupational and Environmental Hygiene Journal (Applied Journal).

The assessment process includes a review of technical journal articles published during the calendar year. Once an article is read, the reviewer fills out a scorecard with 19 statements pertaining to his/her impression of the article. The statements are scored on a scale of 1 to 5 depending on whether or not reviewer agrees with the statement. The statements are segregated into four categories:

- Importance of the Work to Industrial Hygiene (40%)
- Scientific Methods (30%)
- Presentation (20%)
- Originality (10%)

The winner of the MIHS Best Paper Award for the AIHA Journal is: Control of Worker's Exposure to Airborne Endotoxins and Formaldehyde During the Use of Metalworking Fluids: Markku Linnainmaa et. Al, Vol 64 No 4 July/August

The winner of the MIHS Best Paper Award for the Applied OEH Journal is: Engineering Controls for Selected Silica and Dust Exposures in the Construction Industry - A Review: Michael Flynn and Pam Susi, Vol 18 No 4 April

MIHS Best Paper Award recipients receive an 8" x 10" plaque to commemorate their achievement. The plaques are made of rich walnut wood and have a brass plate with the author's name, article title, and MIHS logo engraved on them. The plaques were presented during AIHA and ACGIH annual business meetings that are held during the American Industrial Hygiene Conference and Exposition.

Thank you to all of the people who volunteered their time to participate in this assessment process, and are congratulated for their dedication to this MIHS initiative, especially the following:

- Matt Macomber - DCIS
- Suzanne Monahan - General Motors
- Gerald Plattenberg - Conestoga Rovers & Associates

Review of 2004 journal articles begins immediately. Please consider participating in the assessment process this year. For more information, contact the Awards Committee Chairperson, Matt Macomber, [msmacom@michigan.gov](mailto:msmacom@michigan.gov).

## MIHS Treasury Report

By Deb Moilanen, CIH, MIHS Treasurer

### INCOME & EXPENSES

APRIL 1, 2003 - APRIL 23, 2004

#### INCOME

Advertising	350.00
Comp Review	8,595.00
Company Dues	50.00
Income Meetings	15,893.41
Interest Income	177.73
Membership Dues	2,205.00

**TOTAL INCOME 27,271.14**

#### EXPENSES

Uncategorized	0.00
Awards	700.85
Bank Transaction	100.25
Donation - AIHF	1,000.00
Incorporation Fees	10.00
Matching Grants	300.00
Meeting Expense	10,226.15
Mini Conference Expense	2,763.84
Office Expense	573.17
PDC Expense	1,413.75
PayPal Fees	218.97
Printing	211.68
Website	9,940.40

**TOTAL EXPENSES 27,459.06**

**OVERALL TOTAL -187.92**

### MIHS ACCOUNT BALANCE

APRIL 1, 2003 - APRIL 23, 2004

#### ASSETS

Cash and Bank Accounts	
MIHS Checking	14,544.33
Certificate of Deposit	24,256.54
PETTY CASH	60.32
TOTAL Cash and Bank Accounts	38,861.19

**TOTAL ASSETS 38,861.19**

#### LIABILITIES & EQUITY

LIABILITIES	0.00
EQUITY	38,861.19

**TOTAL LIABILITIES & EQUITY 38,861.19**

## Introducing New MIHS Board Members

### Carrie Z. Brown, CHMM - Board Member



I hold an undergraduate degree in biology from Kalamazoo College (1997) and two Master of Science degrees from the University of Michigan School of Public Health (2001), one in Environmental Health and one in Industrial Hygiene. My thesis research focused on indoor environmental quality, specifically the validation

and analysis of a multipoint monitoring system for indoor air pollutants. I presented my results at the NSF International Conference on Indoor Air Health in January 2001 and the American Industrial Hygiene Conference and Exposition in June 2001. I began working for General Motors in health and safety during 2001, and am currently providing industrial hygiene support to assembly plants in Pontiac and Orion. I am certified as a hazardous materials manager and also serve on GM's Industrial Hygiene Technical Committee.

On a personal note, my husband Chris and I have been married for two years. I enjoy traveling, hiking, and photography. I am pleased to be a newly elected member of the board.

### Pier-George Zanoni, PE, CIH, CSP - Board Member



Between 1978 and 1999, Pier-George worked for the Michigan Health & Hospital Association (MHA) in various positions including director for their Occupational Health & Environmental Safety Department and consultant for the Codes & Standards Department. After his tenure with MHA, Pier-George

spent four years working directly in acute care hospitals as a department manager, and industrial hygiene safety officer. Pier-George is currently working in the Michigan Department of Community Health, Health Facilities Evaluation Section as an engineering specialist in industrial hygiene/infection control.

Mr. Zanoni is a registered Professional Engineer in Michigan where he received his BS degree in engineering from Michigan State University in 1978. He is both a Certified Safety Professional and a Certified Industrial Hygienist.

### Tracy Parsons, CIH - Board Member



I've been asked to write a few words to introduce myself.

I am a Six Sigma Black Belt in Dow Chemical's EH&S Systems Integration group. This is a concise way of saying that I use the Six Sigma methodology in all EH&S disciplines where

common work processes, tools and management systems are used. (If it makes you feel any better, my wife and children don't know what I do either).

I graduated from Purdue University with a BS/MS in Health Physics. While initially working in Dow's Nuclear Services Division, I got interested in industrial hygiene and before I knew it, I was a CIH (1986). Since then, I've worked for Dow in Michigan, Texas and California in a variety of EH&S technical and management roles at our manufacturing sites.

External to Dow, I'm a member of AIHA but most of my participation has been limited to conferences and educational opportunities. I have been involved with various trade associations (e.g. CMA) and an ANSI standard writing team. I was a co-author on the 2001 ANSI Z88.10 Respirator Fit Testing Methods. That experience, which stretched from 1987-2001, gave me a whole new appreciation for collaboration when a team is generating a consensus document.

On a personal note, I'm married (Joy) with 2 children (a Sr. in HS and a Jr. at MSU). My hobbies include music, golf, piano, Apple computers, and volunteering at my church.

This is my first time to serve on the MIHS Board. I've participated in many MIHS events over the years but now I look forward to giving something back to the MIHS organization. In that regard, I also look forward to meeting you at a future event.

## Thank you, Nancy McClellan



In July, MIHS Board Member, Nancy McClellan, will be leaving us for Alabama. Nancy has been very active in MIHS. Her primary focus has been on the students, their sections, outreach, and the IH Comprehensive Review Course. She has been President of MIHS, and has served on the Board for

several terms. She assisted coordinating meetings, such as the recently held ABIH Question Writing Session. Several times she has been a speaker, promoting IH and MIHS, at the Michigan Science Teachers' Conference and local schools' science and career days. She has been, and has stated that she will continue to be, an instructor and liaison for the MIHS/UM Comprehensive Review Course.

We are saddened to see her go, but wish her, and her family, well in this new opportunity and adventure.

Thank you, Nancy, for all of your support!

## The Cheapest CIH Point You'll Ever Earn

by Tracy Parsons, CIH, MIHS Board

On April 27, 2004, the MIHS sponsored an ABIH exam question writing workshop at the Southeast MI Safety Council headquarters in Southfield. Lyle Edinger, ABIH Certification Program Manager, expertly guided the energetic group through the process of constructing great questions. Lyle also provided insight into how questions are pre-screened and continually evaluated once they are on the exam (or in the bank for a future exam).

For the value-conscious CIH (who isn't?), this was a great way to earn 1 CIH point since there were no registration fees or other costs. You earn 1 CIH point for every 5 questions. Note - the questions have to be exam-worthy but they don't actually have to be selected for use. And once you participate in one workshop, you'll be skilled enough to write questions on your own. Exam questions can be submitted at any time, not just during the workshop.

MIHS plans to sponsor another of these workshops during the 2004-5 time period so watch for a future event sign up.



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## Jay Fitzgerald

by Pat Brogan, Ph.D., CIH



For the last several years Jay (James A.) Fitzgerald of the Argus Group has made a monetary donation to help defray the expenses of the Wayne State University Occupational and Environmental Health Sciences Alumni Reception at the

annual American Industrial Hygiene Association Conference and Exposition (AIHce). We would like to thank and acknowledge Jay for his generosity with a short story about Argus and its beginnings. It will include some names many of you are familiar with.

Jay's father, Jim Fitzgerald, was a Civil Engineer with the East Ohio Gas Company in Cleveland, Ohio; his mother, Arline, worked there in the bookkeeping department, and they were married in 1936. In 1942, Jay's parents moved to the Detroit area, so his father could run a company called Pelton-Kurtz (PK) Supply. PK Supply was a welding supply company located in Detroit on Beaubien Street that employed about 3-4 people. Jay recalls that they made welding rods by cutting coils of wire into 12" lengths and then dipping the wires into a flux. As a side business, they sold personal protective equipment (PPE) such as goggles, helmets, jackets, and insulated clothing for men working in the automobile and steel industries.

In 1950, Jay's father decided to go into business for himself. The Fitzgeralds could not afford the equipment required to manufacture welding rods, but they could continue to sell the PPE. They started Argus Supply Company (naming it Argus after the giant in Greek mythology with a hundred eyes, because they felt the name would convey safety and awareness) and ran it from a spare room in their house in Detroit's Jefferson-Chalmers area.

One of their first suppliers was Welsh Manufacturing of Providence, RI who provided the safety glasses they distributed. Welsh's technical niche was gold-plating metal, which they applied to fountain pen nibs. When WW II came along, Welsh shifted to manufacturing and gold-plating wire-framed spectacles used by Army aviators (perspiration did not affect the gold-plated frames). At the end of the war, Bic ballpoint pens were taking over the fountain pen business so seeing the writing on the wall (no pun intended) Welsh began making gold-plated safety spectacles and Argus became one of their distributors.

In the early 50's most of the safety glasses were made of a metal frame with two symmetrical glass lenses. Plastic was just starting to be used, and most of it was hand stamped and formed for the frames or lens. Pilkington was a large supplier of glass to the safety glass industry, and Bausch and Lomb was well established in the eyeglasses field. Manufacturing of spectacles was a time-intensive, handwork process. Plano lenses (no correction to the wearer's vision) had to be ground to 7-times greater tolerance than prescription lenses, because avoiding distortion in a lens meant for someone with good vision was considered more critical

than improving the vision of someone with poor vision. Michigan was a pioneer in promoting worker safety. The larger Michigan industries, along with the labor organizations, established strict specifications for safety equipment. One hundred percent of the glass lenses were required to be drop-ball tested and inspected. One of Jay's early jobs was critical to assuring the quality of hardened glass lenses sold by Argus for the protection of workers. During the ANSI drop ball test if a glass lens failed, the ball bearing would break the lens and fall into a cup; but if the lens passed the test the ball would bounce off and roll under the workbench. Jay's job was to retrieve the ball bearing.

Over the years, Argus grew and moved into progressively larger facilities. In 1952, Argus moved from the family home into a building near Indian Village in Detroit; in 1957, into offices and a warehouse on East Davison; in 1966, to still larger offices and a warehouse on Casmere near Hamtramck; in 1978, to Eleven Mile Road in Roseville; and then in 2000, to its current location in Chesterfield, MI.

As the safety equipment industry matured, safety equipment manufacturers formed the Industrial Safety Equipment Association (ISEA), and the safety equipment distributors were invited to attend various meetings to participate in discussing industry standards, marketing, business, and other issues. In the 60's legal opinion advised the manufacturers that distributors should form separate organizations to avoid any appearance of collusion or restraint of trade. Jim Fitzgerald was one of the founding members of the resulting distributor organization, the Safety Equipment Distributors Association (SEDA), and was elected Vice President in 1968.

Jay, in the meantime, had earned a degree in Architecture, worked for Minoru Yamasaki (the designer of the World Trade Center), served in the U.S. Air Force for five years, and become a Registered Architect. After completing his military service in 1967, Jay fully expected to continue his career in Architecture. He was planning to return to Detroit to work for Smith, Hinchmann & Grylls when a casual conversation with his father regarding the eventual disposition of Argus occurred. So in 1968, Jay returned to Detroit, but instead of pursuing his career in Architecture, he joined Argus.

At the time Jay joined Argus, the company employed 5 or 6 people and Argus was a distributor primarily for types of PPE - eye and face protection, hand and body protection. Because of Argus's early association with the steel and welding industries, it sold heat- and chemical-resistant types of protection. A friend of Jay's father in Chicago had developed a process for treating cotton that did not weaken the fibers and allowed it to retain its flame retardant properties through multiple launderings. This flame retardant "green" clothing became a major selling product for Argus.

In the early 70's hearing protection, respirators, and gas detection devices were entering a developmental stage in response to the passing of the OSHA Act. As the market grew, new technology and processes were introduced. As owners aged, safety equipment supply companies (manufacturers and distributors) began consolidating, changing ownership and names. Argus, as a local safety equipment distributor, "rolled" with the changes in the market. Early manufacturing leaders like

American Optical, Wilson, and Welsh are names that are no longer present, but their pioneering work is represented in today's market by names such as Bacou-Dalloz, North, and MSA.

Soon after joining Argus, Jay was introduced to the field of Industrial Hygiene - partly because he had a curiosity about some of the "technical" products that were available (early versions of sampling pumps, a noise dosimeter, gas detectors), and partly because of some of the people he met who were potential customers for these products. He was encouraged to join the Michigan Industrial Hygiene Society where he met some of the pioneers in the field. An early recollection of his is attending the AIHC in the Detroit Statler Hotel where all of the attendees (perhaps 125 people total including spouses and exhibitors) could fit into one room. Technical Sessions were presented one-at-a-time, because everyone attended virtually all of them - much like today's Professional Conference on Industrial Hygiene (PCIH).

As Argus became more involved with instruments, the need arose for repair, training, and calibration. Respirators required cleaning, cartridge change out, and fit testing; and customers often needed the equipment adapted to their application. Because it was time-consuming and expensive to ship equipment back to the manufacturer for what might be a small adjustment or repair Argus would often would trouble-shoot equipment and do some calibrating. In the 70's and early 80's Jay would do this work, but it soon became apparent that he was pressed for time, and the work became increasingly technical and specialized.

Following what eventually became the pattern for organized growth within Argus Group, qualified staff (an Electronics Technician, Brian McEvoy) was hired; and in 1986, Argus Service Company was established separately from Argus Supply Company. The name, Argus Service Corporation was shortened to ASC for convenience, and its strategic role into equipment rental was expanded. After the 1995 acquisition of MasterTek (a company that primarily serviced SCBA equipment in the Fire Department market), MasterTek was merged with ASC and the name was officially changed to ASC-MasterTek in 1999. Today ASC-MasterTek employs 18 men and women in three offices, has provided service to clients around the world and is recognized by its suppliers as a leader and partner in providing information and service in support of occupational health and safety.

Enviroair Consultants was established in 1991 when Dan Maser, CIH, joined Argus. Enviroair was a natural outgrowth of the training Argus provides on the use and care of the equipment it sells and rents. Enviroair has expanded into providing a full range of Industrial Hygiene and Environmental consulting services including technical training classes and seminars that provide continuing education and certification maintenance points, consultation contracts with a variety of clients, expert witness testimony, field survey work including sample collection, analysis, and evaluation, respirator fit-testing, written compliance programs, and contract technical employees. Its staff consists of three CIHs, two IH technicians, two contract employees, and support personnel.

In recent years the Argus Group has expanded into new areas. A full-service branch in West Michigan headquartered in the Grand Rapids suburb of Byron Center provides sales, factory authorized service, rental, and CIH consulting. The staff of four is led by Tim Kearney, CSP, who has more than 20 years seniority at Argus. In 2001, Argus Group, in association with key suppliers RKI Instruments, Quest Technologies, and SKC, Inc., opened an office in the Chicago, IL suburb of Elmhurst. Four full-time

employees operate Argus LLC, selling technical products from its three principal suppliers, servicing, renting, and repairing equipment in the northern Illinois and southern Wisconsin area. And in 2003, Argus Health and Safety Ltd. was established in London, Ontario, and is managed by Andrew Cunningham. This office is a supplier of technical equipment and offers some rental and repair capabilities.

In 1999, because "Quality is a Commitment" has always been a way of life at Argus, the Argus Group companies achieved ISO 9000 Registration with recertification in 2003 under ISO 9001:2000 Registration. Today Argus Group employs approximately 50 people. Its Mission is "to be recognized by our customers, suppliers, and peers as a team of highly trained, technically competent, innovative professionals who provide the highest quality, cost effective solutions through the delivery of products and services related to occupational and environmental safety and health". A number of highly qualified, well respected individuals have worked at Argus and contributed to its success. Keith Evans started as a salesman for Argus in 1957 and retired in 1987. Rick Venet, Tim Kearney, Brian McEvoy, Larry Smith, Dan Maser, Laura (Byington) Randall, Dimitri Pervolarakis, Scott Smith, Peter McFadden, and Aaron Jacob are names we all recognize.

Those of us who have had to opportunity to know Jay for many years have never doubted his commitment to the community and to professional excellence. He describes it as "putting something back into the bucket". Jay has held many professional offices and served on many professional boards. He has served as President of the Michigan Industrial Hygiene Society and Chairman of the Southeast Michigan Safety Council. He is a member of the Wayne State University Occupational and Environmental Health Sciences Advisory Board and maintains close relationships with Oakland University and Eastern Michigan University. He encourages those who work for him to continue their education and to participate in all aspects of their profession. Many have done so and are doing so. The people who represent the Argus Group to its customers do so with knowledge and understanding of the occupational and environmental health and safety fields.

We are lucky that early on Jay decided he was unemployable, so he would have to run his own business - a situation that has resulted in The Argus Group, as we know it today.



**AIHCE 2004, WSU OEHS Alumni Reception**

Front Row, left to right: Tim Kearney, Jay Fitzgerald, Larry Smith  
Back Row, left to right: Scott Smith, Peter McFadden, Brian McEvoy

## Timothy Kearney Appointed Director of West Michigan Office



Chesterfield, MI,  
June 30, 2004 -  
Timothy Kearney, CSP  
has been appointed  
Director of the Argus  
Group's West Michigan  
branch location. This  
full-service branch in  
West Michigan is

headquartered in the Grand Rapids suburb of Byron Center, and provides sales, factory-authorized service, rental, Safety and Industrial Hygiene consulting, and training.

Kearney relocated to the Grand Rapids area with his wife Julie, and their three children. He will be responsible for managing the staff of four at the Argus Group's Byron Center facility; as well as providing sales, technical and customer support to Argus' valued customers in West Michigan. Kearney has over twenty-two years service with the Argus Group, and over 25 years in the Safety industry. A graduate of Ferris State University's Occupational Safety & Health Technologies Program (BS), and Central Michigan University's Masters of Science in Administration, Mr. Kearney has completed a graduate certificate in Hazardous

Materials Management at Wayne State University, and numerous professional development courses from the AIHA, ASSE, and National Safety Council. He is a Certified Safety Professional (CSP), and has been an Instructor for the Argus Group's most popular Safety and Industrial Hygiene training courses. Tim is recognized nationally by suppliers, customers and peers for his application knowledge and technical expertise, as well as his pleasant demeanor and his excellent presentation skills.

**ABOUT THE ARGUS GROUP** - Started in 1950, the Argus Group is a full-service sales, rental, consulting, repair and service organization dedicated to meeting our customer's Safety and Industrial Hygiene needs. In 2003, as a testament to their commitment to quality, The Argus Group was recertified under ISO 9001:2000 Registration. The Argus Group currently operates two full-service locations including the headquarters in Chesterfield, MI, as well as the branch location in Byron Center, MI. Argus affiliated companies include Argus LLC in Elmhurst, IL and Brookfield, WI; and Argus Health & Safety in London, Ontario, Canada.

## Comprehensive Industrial Hygiene Review

COMPREHENSIVE INDUSTRIAL HYGIENE REVIEW is a 4.5-day course that provides an intensive, high-level review of a wide range of industrial hygiene topics. This program is offered twice annually in Ann Arbor and has gained the reputation of being one of the premier programs for people needing to broaden or refresh their industrial hygiene knowledge base or to focus their efforts on professional certification. Attendees benefit from interaction with more than a dozen experts covering the industrial hygiene topics. The

next offering will be September 20-24, 2004 at the Kensington Court (formerly Crowne Plaza Hotel) in Ann Arbor, Michigan. This program is co-sponsored by the American Industrial Hygiene Association (AIHA) and the Michigan Industrial Hygiene Society and registration is handled through the AIHA. For more information, call (703) 849-8888 or refer to the following link on the AIHA web page:

[www.aiha.org/MeetingsEducation/html/CIH.htm](http://www.aiha.org/MeetingsEducation/html/CIH.htm)

## WHAT'S IN *THE SYNERGIST*?

by Carrie Z. Brown, MIHS Board

Those of you who were able to attend this year's AIHce in Atlanta may have heard John Copenhaver in Tuesday's general session discussing the need for business continuity planners and OEHS professionals to work together for emergency preparedness. In the aftermath of the 9/11 attacks, businesses have realized the necessity of planning for emergency response and disaster recovery. However, as Al Rickard explains in the article below, we still may not be utilizing all the expertise available and involving all the necessary disciplines in the decision-making process. He outlines 10 professional practices in business continuity planning that depend on the contributions of professionals in risk management and communication, information technology, emergency response, business continuity, and last but not least, OEHS.

*(This article was reprinted with permission from The Synergist.)*

*"Business Continuity Planning - Are You A Player?"*

*by Al Rickard, April 2004 issue of The Synergist*

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[edited LJ 2/27/04]

[edited AR 2/27/04]

### **Business Continuity Planning: Are You a Player?**

*By Al Rickard*

When it's time for disaster recovery and business continuity planning in your organization, who's sitting at the table?

Business continuity professionals, risk managers, information technology professionals, crisis communication people and emergency response personnel are likely members of this group.

Are industrial hygienists or other health and safety professionals there? If not, they should be.

Business continuity planning is a multidisciplinary science, and one that requires integration across functional areas to achieve success.

John Copenhaver is the elected president of DRI International, the world's leading authority on disaster recovery and business continuity issues. He describes the situation this way: "Most corporations have some interface between functions such as business continuity, emergency response and crisis management. But these areas still operate mostly in silos, creating barriers to complete integration. In the future, we need to create a corporate model for business continuity that operates as a cohesive entity, using the specialized talents of people in each functional unit."

As senior vice president with Marsh USA's Risk Consulting Division, Copenhaver has a bird's eye view of the entire risk management enterprise in a variety of corporations, where he sees both challenges and solutions. Copenhaver will deliver

the keynote address at the Tuesday General Session at AIHce, "Promoting OEHS Excellence-Silo-Busters: How OEHS Professionals Can Lead Business Continuity Planning." (See sidebar on p. XX for details).

Like AIHA, DRI International places a high premium on training and certification in its field, offering a wide range of courses and each year certifying hundreds of professionals in business continuity.

### **Business Continuity Planning Defined**

So what exactly is business continuity planning? How is it different from disaster recovery planning?

DRI International defines business continuity planning as "the process of developing advance arrangements and procedures that enable an organization to respond to an event in such a manner that critical business functions continue with planned levels of interruption or essential change."

Disaster recovery planning, on the other hand, is focused more specifically on the technological aspect of business continuity planning, dealing with immediate steps needed to recover from a disaster.

But business continuity planning deals with multiple aspects of how business interruptions can affect an organization, transcending the obvious and delving into additional layers of impact that cannot be fully realized without extensive research, planning, scenario testing and training. It also involves not only internal preparations, but also coordination with appropriate external organizations, including emergency response teams and local authorities.

The difference is somewhat akin to how industrial hygienists operate, anticipating long-term effects of many potential workplace hazards and planning accordingly, bringing a diverse set of organizational resources to the process. In this way, business continuity and industrial hygiene are complementary disciplines; the same skills required to break down internal silos can be applied to equal advantage in both areas.

Carter Ficklen III, CIH, an industrial hygienist for Hazmed Inc., on the Industrial Hygiene Support Contract at NASA Langley Research Center in Hampton, Va., explains the synergy this way:

"The core fundamentals that every industrial hygienist uses daily-anticipate, recognize, evaluate and control-play in very well with emergency response and disaster recovery. Industrial hygienists routinely go so many places within the workplace and interact with such a broad cross section of workers that they are of real value during these times. There really aren't too many people in organizations that are hands on and regularly go through all areas in a facility. How many professionals crawl through basements and underground utility

tunnels, go through chemical storage areas and then get called into high-level meetings and can communicate clearly and concisely with management?"

Cole Emerson, the immediate past chairman of DRI International as well as a master business continuity planner and director in KPMG's Risk Advisory Services, adds, "Health and safety people are often not engaged in business continuity planning. Because of this, business continuity professionals often make assumptions about access they can get to a building following a disaster without considering whether the building is safe to enter. That determination needs to be made by environmental health and safety people. The relationship between these two groups is critical in order to determine if a building is safe to enter."

"If these groups don't communicate on how to do the health and safety assessments following a disaster it will cascade across the organization in terms of their ability to recover and the time it will take. The disaster team is not too happy when the health and safety professionals say they need to take a blood sample because they were in a building that was contaminated with heavy metal."

### IHs in Action

To assess the real-world experience of industrial hygienists in business continuity planning, we asked several to describe their roles in the process.

John B. Glass Jr., senior vice president, Hillmann Environmental Group LLC, Union, N.J., has been integrally involved in business continuity planning for a range of Fortune 500 clients, including two of the world's largest multinational banking institutions, some of the nation's largest building owners and managers, well known financial/investment firms, global insurers and major media networks.

His firm was one of the first IH/environmental responders to the 9/11 attacks and was also involved with decontaminating anthrax-contaminated areas in the New York City area. "We are the spearhead for most business continuity planning for our clients," Glass says, "because when people conceive of potential disasters they think of things like floods, fires and chemical contamination that have environmental consequences."

He adds that although many of his firm's clients have industrial hygienists, downsizing has cut many of these staffs down to the bare bones. However, they are still in a position to manage consultants and others to assist in business continuity planning. In some cases, Glass and his team have acted as facilitators in the disaster management planning for clients where all the functional areas of a company are represented, putting industrial hygienists in the center of the planning process. These exercises can even include conducting scenario testing at "mirror" facilities far from the company headquarters that are continually ready for operation with current computer data and capabilities in case of emergencies.

Hillman President Chris Hillmann adds, "Our clients have entrusted our team with the welfare of their greatest assets ... their employees. We must look at their people, operations and assets as if they were our own."

Eugene Satrun, staff industrial hygienist for the ExxonMobil Corp. refinery in Joliet, Ill., explained, "When emergency situations occur, industrial hygiene is integrally involved both in the emergency and in the postemergency hand-off of responsibilities from response teams to the overall organization."

He reports that most specific disaster recovery planning currently is done by the emergency response side of the organization and "industrial hygiene works with them as IH issues come up." Some of the IH-related areas where advance planning by industrial hygiene can be critical include ensuring that adequate on-site supplies such as air monitoring equipment and personal protective equipment are on hand in case of an emergency. "For example," he says, "if you need a dozen people to start clean-up and repairs in a PPE-restricted area and you only have six sets of PPE, you have a problem. Or, if you don't have enough or the right specialized air monitoring equipment to measure contamination in the air you may have to assume the presence of much higher levels of contamination to ensure employee protection. This could needlessly impede repair operations and safety by having to require much higher levels of PPE, or cause the company to establish much larger restricted areas."

Overall, Satrun believes that emergency response people and the line organization at his company know what industrial hygienists do and want them at the table as a partner to assist. On the other hand, he has seen situations where companies have been less prepared through his volunteer work as a lieutenant on the Emergency Management Agency HAZMAT team in Joliet. "At one site our team was called out for a hazardous chemical leak," Satrun recalls. "After we completed our response operations, the plant manager asked, 'What do I do now?' We had to help him do an IH assessment so he could safely restart operations. He had no basic monitoring equipment or recovery plans." He says that many HAZMAT teams don't have IH support, but in this case the Will County team has two industrial hygienists and is working on getting a third IH volunteer.

Ficklen had a very positive story to tell about how Langley Research Center prepared for its bout with Hurricane Isabel last year:

"Hurricane Isabel was our most recent and probably most significant emergency response/disaster recovery effort," he reports. "Hurricane Bonnie (1998) and Hurricane Floyd (1999) brushed our area and were good dress rehearsals, but Isabel was the real thing. We experienced approximately 18 hours of hurricane conditions. It came through our area as a strong Category 1 storm, but it was a Category 5 at one point. We were very fortunate that Isabel weakened prior to visiting us."

"Prior to Isabel, we held four days of nonstop planning, meetings and preparation. After the storm, there were five days of recovery efforts prior to NASA LaRC reopening. The teamwork was amazing. There were very few attitudes or organizational politics involved. The ideas and opinions of everyone involved, from workers tying down objects and pumping water out of basements to senior management, were viewed as important. This allowed us to get through the storm

without injuries or accidents, helped to minimize property damage and allowed us to return to performing research sooner."

Christopher J. McLinn, an industrial hygienist who works as part of a four-member team with the Hennepin County (Minn.) EH&S program, says his team is not yet part of disaster recovery plans for the organization. "I hope that industrial hygienists can contribute to business continuity efforts where feasible. As a group we won't know what we can contribute unless we ask in a meaningful way. I am not sure if this question has been asked in many organizations in our country."

### Professional Practices

Organizations currently use a wide range of business continuity planning processes to prepare for emergencies, but DRI International has developed a set of "Professional Practices in Business Continuity Planning" that has gained international endorsement from major organizations representing this profession.

By adhering to these practices, organizations can help ensure that their planning efforts will meet the necessary standards and will be readily understood by business continuity professionals, especially those who have been trained and certified by DRI International.

#### 1. Project Initiation and Management

Establish the need for a business continuity management process or function, including resilience strategies, recovery objectives, business continuity and crisis management plans. It should also include obtaining management support and organizing and managing the formulation of the function or process either in collaboration with, or as a key component of, an integrated risk management initiative.

#### 2. Risk Evaluation and Control

Determine the events and external surroundings that can adversely affect the organization and its resources (facilities, technologies, etc.) with disruption as well as disaster, the damage such events can cause and the controls needed to prevent or minimize the effects of potential loss. Provide cost-benefit analysis to justify investment in controls to mitigate risks.

#### 3. Business Impact Analysis

Identify the impacts resulting from disruptions and disaster scenarios that can affect the organization and techniques that can be used to quantify and qualify such impacts. Identify time-critical functions, their recovery priorities and interdependencies so that recovery time objectives can be set.

#### 4. Developing Business Continuity Management Strategies

Determine and guide the selection of possible business operating strategies for continuation of business within the recovery point objective and recovery time objective, while maintaining the organization's critical functions.

#### 5. Emergency Response and Operations

Develop and implement procedures for response and stabilizing the situation following an incident or event, including establishing and managing an emergency operations center to be used as a command center during the emergency.

#### 6. Developing and Implementing Business Continuity and Crisis Management Plans

Design, develop and implement business continuity and crisis management plans that provide continuity within the recovery time and recovery point objectives.

#### 7. Awareness and Training Programs

Prepare a program to create and maintain corporate awareness and enhance the skills required to develop and implement the business continuity management program or process and its supporting activities.

#### 8. Maintaining and Exercising Plans

Preplan and coordinate plan exercises, and evaluate and document plan exercise results. Develop processes to maintain the currency of continuity capabilities and the plan document in accordance with the organization's strategic direction. Verify that the plan will prove effective by comparison with a suitable standard, and report results in a clear and concise manner.

#### 9. Crisis Communications

Develop, coordinate, evaluate and exercise plans to communicate with internal stakeholders (employees, corporate management, etc.), external stakeholders (customers, shareholders, vendors, suppliers, etc.) and the media (print, radio, television, Internet, etc.).

#### 10. Coordination with External Agencies

Establish applicable procedures and policies for coordinating continuity and restoration activities with external agencies (local, state, national, emergency responders, defense, etc.) while ensuring compliance with applicable statutes or regulations.

These professional practices are taught in series of courses offered by DRI International. For more information about business continuity planning or any programs DRI International offers, visit [www.drii.org](http://www.drii.org).

*Rickard, a certified association executive, is president of Association Vision, Chantilly, Va. Association Vision is AIHA's public relations firm.*

#### Learn to Break Down Business Silos With AIHce General Session Speaker

When it's time for business continuity planning, health and safety professionals must have a seat at the table. Internal "silos" often separate critical operations such as emergency response, crisis management and business continuity. On Tuesday, May 11, John B. Copenhagen, senior executive of the risk consulting practice at Marsh USA, will teach AIHce attendees how to break down these artificial barriers to achieve greater success-and get a seat at the table for business continuity planning.

Copenhagen will also review the 10 internationally endorsed professional practices used in business continuity planning.

In addition to his work at Marsh, Copenhagen is president of DRI International, a nonprofit organization that is the world's leading authority on business continuity. He was appointed by President Clinton to head the largest Federal Emergency Management Agency regional office in 1997.

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