Statistics indicate that 85% of all work-related injuries are caused by an unsafe act by the injured employee or a co-worker. To combat this trend, a strong stand on safety is necessary. It has been proven that by developing an effective safety program, which promotes a positive safety attitude, the accident and injury rates can be lowered thus lowering insurance premiums.

In keeping with the agency mission, the Safety and Loss Control Division’s goal is to provide consultation and training to the members of the State Accident Fund. By providing this service to our members we hope to assist you in the reduction of accidents and lowering the high insurance premiums.

The following guide should be used as a reference for establishing a working program for your company. It will provide you with an outline that can be incorporated into your businesses’ every day activities. It is intended only as a guide to provide a framework to develop a program, not as “the” program for you.

**Mission**

The Mission of the State Accident Fund is to:
- Provide an assured worker's compensation insurance market for state agencies and political subdivisions, with capability to assure such a market for small businesses should the commercial market become inadequate;
- Facilitate timely medical rehabilitation, family income replacement and return of injured workers to full employment;
- Assist and train policyholders in workplace accident and disease prevention; and
- Ensure actuarial soundness of the fund with premium rates that are equitable and neither excessive nor inadequate.
## TABLE OF CONTENTS

**MANAGEMENT LEADERSHIP** ............................................................. Section 1
- Management Commitment
- Policy Statement
- Identify and Assign Responsibilities
- Employee Involvement

**SAFETY COMMITTEE** ...................................................................... Section 2
- Membership
- Duties
- Meetings

**HAZARD ASSESSMENT AND CONTROL** ...................................... Section 3
- Initial Assessment
- Job Safety Analysis
- Hazard Inspections/Audits
- Review Injuries and Illnesses
- Tracking Hazard Correction

**HAZARD PREVENTION** ............................................................... Section 4
- General Safety Rules
- Disciplinary System
- Provide Protective Equipment
- Equipment Maintenance Program
- Emergency Plan
- Work Procedures

**RECORD KEEPING SYSTEM** ......................................................... Section 5
- Employee Report of Hazards
- Data Analysis
- Accident Reporting
- Accident Investigation

**SAFETY AND HEALTH TRAINING** ............................................. Section 6
- Supervisor Training
- Employee Training
- New Hire Orientation
- Steps of a Training Program

**MANAGING INJURIES** ................................................................. Section 7
- First Report of Injury
- Medical Provider
- Involvement With Employees
- Return to Work Program

**OTHER USEFUL INFORMATION** ................................................ Section 8
MANAGEMENT COMMITMENT

A Note To The Manager

Your attitude toward safety and health shows in every decision you make, and every action you take. Your employees respond to that attitude. You can demonstrate your commitment through your personal concern for employee safety and health and by the priority you place on safety and health issues.

Just as you have established ways to yield maximum production and quality control, you should also have systems to control potential hazards at your workplace and to correct hazardous conditions or practices if and when they occur. It’s a matter of fully committing yourself to developing and running an effective safety and health program.

What Constitutes Management Commitment?

Your commitment to protecting your employees from workplace hazards is reflected in all aspects of your safety and health program, but more so in the organization and management of the program. To leave no doubt about your personal conviction that safety and health is every bit as important as productivity and quality, you should combine safety and health with your other business functions. For example, the following kinds of actions would show your employees that you are serious about safety and health:

1. Set measurable objectives for safety and health the same way you set objectives for other business functions such as sales or productivity.

2. Assign safety and health responsibilities to your staff, just as you would assign production responsibilities.
3. Hold your supervisors and employees accountable for their safety and health responsibilities, and reward good performance while still correcting any problems.

4. Allocate sufficient company resources for:

   a. the identification and control of hazards and potential hazards;
   
   b. the installation of engineering controls;
   
   c. personal protection equipment; and
   
   d. safety and health training and promotion.

5. Establish clear lines of communication for your employees to tell you of their safety and health concerns.

6. Take every opportunity to let employees know of your concern for safety and health by:

   a. including safety and health topics in meetings and conversations with employees;
   
   b. taking any necessary corrective action after inspections or accidents; and
   
   c. providing feedback on safety performance.

7. Set a good example! If, for instance, you require hard hats to be worn in a specific area, then you must wear a hard hat in that area.

Once you and your employees are convinced that safety and health are essential parts of daily business operations right along with production and quality control, you will have a solid foundation for an effective workplace protection program.
COMPANY SAFETY POLICY

A “safety and health policy” communicates your company’s commitment to employee safety and health, and defines what is expected of all workers. The policy statement is the place to express your goals or principles regarding employee safety and health. Because it contains the essence of your beliefs about safety, the safety policy should be brief. At the minimum, it must emphasize top management’s full support for assuring worker safety and health. At the maximum, it puts safety on a par with profit and productivity.

The policy will carry the most weight if it is signed by the organization’s chief executive officer. It also should be given wide publicity in the company and should set the tone of operations for both management and employees. This policy should be reviewed during new employee orientation, safety meetings and should be posted for all to view.

The following is a list of possible statements that might be in a safety policy:

- The safety and health of employees, the public, and the company are first in importance.
- We are committed to make continual improvements in safety.
- Employees will be trained to work in a safe manner.
- Safety will not be sacrificed to production.
- Every member of this company is charged to make every effort to prevent accidents.
- Supervisors are responsible for safety as for production.
- Employees are responsible to work safely and report hazards.
- All safety rules, regulations, laws and policies will be vigorously enforced.
- Compliance with this policy and all safety procedures within this company is a condition of employment.

MAKE SURE YOU LEAD BY EXAMPLE...
FOLLOW YOUR OWN RULES...
NO EXCEPTIONS!
SAMPLE COMPANY SAFETY POLICY

"It is the policy of (XYZ Company) to provide all employees with a safe and healthy workplace. To ensure that a safe workplace is maintained, employees will observe all safety practices, rules and standards throughout the workday. All accidents and injuries can be prevented by the monitoring and maintaining of a quality safety program."
IDENTIFYING RESPONSIBILITIES

As in any business function, it is important to identify the individual responsibilities of managers, supervisors and employees. A safety program should not be instituted without clearly defining the specific tasks and roles of each employee.

The following breaks down the function of each member and specific areas of responsibility for that member.

EXECUTIVE MANAGEMENT RESPONSIBILITIES:

1. Develop the policy statement.
2. Develop written performance standards for supervisors.
3. Assign responsibility.
5. Provide leadership.
7. Support a health and safety committee.
8. Support training and education.
10. Personally follow all rules.

SUPERVISOR RESPONSIBILITIES:

1. Be aware of safety and health regulations.
2. Know the operations in each job supervised.
3. Establish work methods and procedures for all job tasks.
4. Educate and train employees.
6. Encourage employee participation in all safety functions.
7. Provide personal protective equipment and oversee maintenance of all equipment.
8. Make periodic safety inspections.
9. Investigate all accidents and near-miss accidents in a timely manner.
10. Report unsafe conditions and correct immediately.
11. Enforce compliance of safety rules, with disciplinary policy.
12. Personally follow all safety rules and practices.
EMPLOYEE RESPONSIBILITIES:

1. Report prior injuries of physical limitations to ensure that the employee is assigned work that they can perform safely.
2. Comply with prescribed job procedures and instructions of supervisors.
3. Report all accidents and injuries immediately to a supervisor no matter how minor they may appear.
4. Wear the proper personal protective equipment.
5. Report hazardous conditions and other safety concerns to a supervisor.
6. Know what to do in case of an emergency.
7. Follow all safety rules and practices.
THINGS SUPERVISORS SHOULD DO TO PROMOTE SAFETY

1. Set a good example.
2. Know the operations in each job.
3. Establish work methods and procedures that are well understood.
4. Provide job instruction on every operation.
5. Be alert for unsafe conditions.
6. Inspect often.
7. When you find something wrong - take action quickly.
9. Know your employees.
EMPLOYEE INVOLVEMENT

Behavioral scientist and educators have been saying for some time that involvement techniques are useful as tools for training and motivation. This concept also applies to the field of safety. Involvement, properly used, can be one of the most important tools in a safety program, but it must be planned and built into the system.

The traditional safety program should includes the following steps:
1. Identify existing and potential problems and hazards in the organization.
2. Determine their causes.
3. Develop solutions.
4. Implement the solutions.
5. Verify that the solution is working and monitor its effect.

These five steps can be carried out without input from your employees. However, this is courting failure, or at least minimal success. Managers in all fields and all industries are realizing the importance of including employees in the decision-making process. This is important in safety, too. Who knows better than the employees themselves what problems and hazards they encounter on the job?

Safety programs can be developed in a vacuum, and many organizations do it. If you try, don’t be surprised if employee resistance makes the implementation step extremely difficult. It has been proven that you get the best information from employees because they know their jobs better than anyone else, and they are willing to assist in the implementation of solutions because they have a hand in developing the solutions.

Many of the most successful safety programs rely heavily on employee hazard identification programs and employee input on safety policies, safety committees, inspections and audits, safety analyses, accident investigations and safety training and meetings.
Some ways to involve your employees in your safety program are:
1. Make safety part of all employee training and evaluations.
2. Act on all reports by employees of unsafe practices and fix hazards immediately.
3. Make up safety contest or find ones that other businesses are using.
4. Give recognition to employees with certificates, awards, bonuses or other incentives.
5. Respond to all employee concerns and suggestions.
1. Do you have a management safety policy signed by a top executive?  
2. Is your safety policy given any publicity other than appearing in a book of general rules?  
3. Are all your employees familiar with the safety policy?  
4. Does a representative of management attend safety meetings?  
5. Is safety included in the agenda of company meetings?  
6. Does management know accident costs, including both insured and uninsured costs?  
7. Has the authority for safety activities been assigned to one individual?  
8. Have the duties and responsibilities of all persons involved in safety such as manager, safety officer, supervisors and employees been spelled out in writing?  
9. Is safety included in the job description for supervisors?  
10. Is safety included in your supervisory evaluations?  
11. Do you have a job safety analysis program?  
12. Do supervisors use the job safety analysis forms to train workers?  
13. Do supervisors periodically review the job with workers following the steps in the JSA?  
14. Do you investigate all accidents promptly and provide summary reports of your accident experience to all involved departments including top management?  
15. Have you reviewed your accident report forms within the past year with all involved persons to uncover any problem areas?  
16. Is first aid treatment readily available to your employees?  
17. Do you offer company-sponsored first aid courses for your employees?  
18. Do you have a safety committee?  
19. Do you have scheduled safety meetings for all employees?  
20. Do you have a safety suggestion system?  
21. Is there any evidence of safety in the work areas such as signs, posters, etc?  
22. Do you conduct periodic fire drills?  
23. Do you conduct periodic safety inspections?  
24. Do you have a set procedure for correcting unsafe conditions?  
25. Do you manage your workplace injuries by using a company physician and utilizing an early return to work program?
### KEY LOSS CONTROL ELEMENT'S
### SELF RATING WORKSHEET

<table>
<thead>
<tr>
<th>Category</th>
<th>POOR</th>
<th>FAIR</th>
<th>GOOD</th>
<th>GREAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management commitment</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Loss Control responsibilities assigned</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Standardized hiring policies and procedures</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Written health and safety program</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<tr>
<td>Active safety committee</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<tr>
<td>Enforced safety rules and work practices</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Job-specific safety training</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Planned, systematic safety audits</td>
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<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Thorough accident investigations</td>
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<td>1</td>
<td>2</td>
<td>3</td>
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<tr>
<td>Claims management policies and procedures</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<tr>
<td>Modified or light duty program</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Ongoing record keeping and data analysis</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Designated medical providers</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Substance abuse prevention policy</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
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**COLUMN TOTALS**

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<tr>
<th>POOR</th>
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**COMBINED TOTAL**

Overall rating: 0 - 11, poor; 12 - 24, fair; 25-34, good; 35-42, great
Safety committees can be a viable and positive element in reducing worker's compensation claims, increasing employee participation in the company's loss control efforts, and preventing accidents by identifying problems and hazards before they cause injuries or illnesses. The extra emphasis a safety committee can give will help maintain safety awareness thus leading to safer work practices on the part of the employee.

The function of a safety committee is to create and maintain interest in loss prevention and to help open and maintain communications between management and employees.

The goals of the committee should be to:
- Enhance safety awareness among employees.
- Identify hazards and suggest actions to eliminate them.
- Identify employee safety training needs.
- Develop and implement accident investigation procedures.

Once these goals are understood, the safety committee should set specific objectives for each goal.

**Management Support**

Support from management is critical to the effectiveness of a safety committee. Management needs to be ready to support the committee and take action. Committees will do a commendable job if their ideas, efforts and suggestions are supported. A purposeful, empowered safety committee, with the support of the management team, can have a dramatic positive impact on the safety performance of the organization.

A committee charter should be formed stating the purpose of the committee with it's goals and objectives. The charter should be signed by top management and filed as proof that the committee and its work is valued.
It is important that the necessary funds be provided for the safety committee to work effectively. Some recommendations and suggestions are going to cost money. If management's attitude is one of not helping to locate the funds, then the committee and general staff will get the feeling that safety is only important to the point that it doesn't cost.

**Responsibility and Authority of the committee**

The safety committee does not make company policy, but is responsible for recommendations to management which address employee safety and health issues. Management should consider each recommendation and promptly let the safety committee know what action it will take, why and when.

**Membership**

There are various viewpoints concerning management's participation on the safety committee. One viewpoint is that the safety committee should consist of an equal number of management representatives and employee representatives who have a good understanding of the company's overall operations. Another viewpoint is that the committee should be made up of employees only, since some employees will not get involved in the presence of management. Members should be represented from every department within the organization.

There should be no fewer that 2 members for businesses with 20 or fewer employees and no fewer than 4 members for businesses with more than 20 employees. The members should have an interest in the general welfare of the organization and its employees. They should be volunteers or be elected by their peers.

Appointment to the safety committee should be for a period of twelve months. This assures that everyone will have the opportunity to serve on the committee at some point in time.
The first committee members should be replaced under the following schedule:

- One third replaced after nine months service.
- One third replaced after 12 months service.
- One third replaced after 15 months service.

Following the first year appointments, committee members should be appointed for twelve month terms. Members may also be appointed for successive terms.

When an employee accepts this responsibility, this activity should be used as a positive addition to his/her performance evaluation. It should not be used negatively in an evaluation. If the employee does not work out as a safety committee member, merely replace them. Management should use safety committee participation to provide positive reinforcement to employees who make the extra effort. This can make the safety committee participation a valued activity, rather than a thankless task.

**Duties of Committee Members**

The National Safety Council describes typical duties of the safety committee as follows:

**Chairman**
- Arrange for a meeting place
- Notify members of meeting dates
- Arrange the program
- Schedule the meeting

**Secretary**
- Prepare minutes of the meetings
- Distribute material
- Report status of recommendations

**Members**
- Attend all safety meetings
- Report unsafe conditions
- Report accidents and near misses
- Investigate serious accidents
- Contribute ideas and suggestions
- Work safely
- Influence others to work safely
- Make inspections
**Meetings**

Plan and hold regular committee meetings. Meetings can be held as often as once a month or they can be spread out to once a quarter. Make sure that meetings are held often enough to be effective and not so often that management considers it a waste of time.

All meetings should have an agenda which is adhered to as closely as possible. This agenda should be distributed to the members in advance of the meetings or at the beginning of each meeting. Regular topics on the agenda should consist of previously undiscussed accidents, review of previous meeting notes, upcoming training and promotions and other concerns of the members.

The meeting minutes and related notes should be filed for future reference. Copies of the minutes should be given to each member.

**Training**

To become a real asset, members should be oriented to the committee’s goals and objectives. Each member must be knowledgeable in certain critical areas to assume full responsibility on the committee. These areas include:

- Safety committee purpose and operation
- Hazard identification
- Accident and incident investigation techniques
- Reporting procedures

**Inspections**

Surveying the workplace for hazards should be a priority during the initial stages of safety committee work. A safety committee team can conduct hazard surveys by walking through the work area noting and documenting hazards. An easy way to do this is to develop a self inspection checklist. The safety committee should then report findings to management. Hazards with the most severe consequence and highest probability of occurrence should be corrected first.
Accident / Incident investigation

The major purpose of an accident investigation is to prevent recurrence of the accident. The safety committee should seek to eliminate the causes of the accident and any other contributing factors. The main thrust of the investigation should be to make recommendations to management that will prevent future occurrences. It is also important to treat the “near misses” as a full accident, conducting the same investigation as would be done for an accident.

It may not be necessary for the entire safety committee to be involved in every accident investigation. It is important for the results of the investigation to be discussed at the safety committee meetings so members can be aware of the causes and preventions.

Teamwork is the key to safety!
SAFETY COMMITTEE CHARTER

DATE TEAM FORMED: ________________________

ADVISOR: ________________________________

TEAM LEADER: ___________________________ 

MEMBERSHIP FOR (YEAR):

______________________________  ______________________________
______________________________  ______________________________
______________________________  ______________________________
______________________________  ______________________________

PURPOSE

To assist management in the observation of workplace hazards and the evaluation and implementation of safety/health recommendations. To create and maintain the interest of agency employees in occupational safety and health matters.

OBJECTIVES

- To assist management in the development of a workplace safety program.
- To promote communication and implementation of safety and health matters in the workplace.
- To encourage the employees to increase their involvement in agency safety activities.
- To work toward an “accident free” workplace.
SCOPE

The safety committee will meet the last Monday of each month. Minutes of the meeting will be taken and distributed to all members. The safety committee members will:

- Review accident / injury reports and discuss corrective actions necessary to prevent future accidents.
- Regularly inspect the facility to detect unsafe conditions and unsafe practices.
- Recommend suitable hazard elimination or reduction measures.
- Actively participate in safety and health instruction programs and evaluate the effectiveness of these programs.
- Discuss improvements to existing safety and health rules and procedures.
- Compiling and distributing safety, health and hazard communications to the employees.

Expected Results

1. Increased employee involvement in the agency safety efforts.
2. Continue employee awareness of safety and health issues.
3. Continue to strive for a “no accident” record.

Reviewed and approved by the Management Team.

COE, or Management Representative

Date
SAFETY COMMITTEE MEETING
AGENDA

DATE _______________________

MEMBERS PRESENT: ___________________________ ___________________________ 
                                           ___________________________ ___________________________ 
                                           ___________________________ ___________________________ 
                                           ___________________________ ___________________________ 

REVIEW ACCIDENTS

The following accidents or near misses happened since the last meeting. 

<table>
<thead>
<tr>
<th>Date of Injury</th>
<th>Cause</th>
<th>Recommendation/Action Taken</th>
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OLD BUSINESS

Recommendations completed:

Recommendations not Completed:

NEW BUSINESS

EVALUATION
SAFETY COMMITTEE MEETING NOTICE

Announcement for the next Safety Committee meeting, please make plans to attend.

The next Safety Committee meeting will be: ____________________________

Date

__________________________

Time

__________________________

Location

In addition to the normal agenda items, please be prepared to discuss the following:

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In 1994, employees at the Columbia, SC corrugated Container plant decided enough was enough. That year, accidents cost the plant 272 lost-time days, enough to fill three-quarters of the calendar, due to just three accidents.

Frustrated but determined to improve their record, six Columbia employees joined forces to create a new plantwide Safety Committee. At weekly safety meetings, committee members discuss problems from the week before, focusing on personal protective equipment, machine-guard issues and notes from walk through plant inspections.

When a team member spots an employee violating a safety rule, he or she invites that employee to attend the next meeting. There, committee members discuss the violation with the employee and offer suggestions for working in a more safety-conscious manner.

In 1995, just one years after the Safety Committee held its first meeting, Columbia’s lost-time accident rate dropped to 25 days. In 1996, that number fell to zero. In the last two years, the committee has made believers our of management and production employees alike, more than doubling its membership.

“Of course we’re happy to see our efforts paying off,” says Maintenance Supervisor Paul Szolis. “But we’re more interested in making sure that everyone continues to work safely. That means more than numbers ever could.”

*Copied with permission from The Safety Pen, the quarterly newsletter of the South Carolina Occupational Safety Council, July - September 1997 issue.*
HAZARD ASSESSMENT AND CONTROL

Hazard assessment and control is a vital element in any safety program. It is your system for identifying any existing or potential hazards in the workplace, and eliminating or controlling them. In many ways, hazard control is the cornerstone of an effective safety program. If hazards occur (or reoccur), this reflects a breakdown in the hazard control system, and in turn, the safety program. The hazard control system also serves as the basis for developing safe work procedures and safety training.

Correcting or controlling hazards can be accomplished in a variety of ways. However, to work properly, a hazard control system must have the following components:

1. An initial, comprehensive hazard assessment.

2. A Job Safety Analysis or Job Hazard Analysis

3. A system for hazard identification at regular intervals.

4. An effective system for employees to report conditions which may be hazardous.

5. A system for review of workplace, injuries and illnesses, and

6. A system for initiating and tracking hazard correction.
Initial Hazard Assessment

The initial safety survey, inspection or audit as it is sometimes called, should be conducted by a qualified person in the company or an outside person in the field. The Safety and Loss Control Department at State Accident Fund or the Voluntary Compliance office at OSHA will be happy to do a walk through audit. It helps to bring in an outsider every so often to catch those "unrecognized hazards" that often go unnoticed by employees.

If you decide to conduct your own initial hazard survey, you need to make sure that you make a list of all work processes and research to find out what is required by OSHA. There are several Inspection Checklist on the market to assist in the process. Several reference materials which will be helpful are:

- The OSHA Checklist For General Industry
- The 29CFR 1910. OSHA regulations
- Standard Fire Codes
- National Electrical Codes

Job Safety Analysis

A Job Safety Analysis (also known as a Job Hazard Analysis) is a review of job methods and procedures that uncover hazards, and with corrective action, results in a safer and more efficient way to do a job. The term "job" refers to the steps or activities involved in a person's occupation. Once job hazards are discovered, proper solutions can be developed.

Some solutions take the form of physical changes that minimize or control job hazards: for example, using machine guards. Other solutions can consists of changes in job procedures that eliminate or minimize hazards: for example, piling material more safely. Most solutions will require some form of training to assure that the employee knows and understands the changes.
The steps to conducting a JSA consists of:

1. Select the job to be analyzed.

2. Break the job down into successive steps.
   a. Select the right person to observe.
   a. Explain the purpose of the analysis.
   b. Observe the person as the job is performed.
   c. Record each step on a form.
   d. Review with the employee and seek comments.

3. Identify the hazards and potential accidents.
   a. Striking against, being struck or other injurious contact.
   a. Being caught in or between.
   b. Slipping or tripping.
   c. Straining, pushing, pulling, reaching, twisting or lifting.
   d. Gases, fumes, mists or dust that are hazardous.

4. Develop ways to eliminate the hazards and prevent potential accidents.
   a. Find a new way to do the job.
   b. Change the physical conditions that create hazards.
   c. Eliminate the hazards that are present.
   d. Reduce the necessity or frequency of the job.

---

**JOB HAZARD ANALYSIS**

<table>
<thead>
<tr>
<th>Step</th>
<th>Hazard</th>
<th>Safe Procedure or Protection</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Mix Pesticides.</td>
<td>Possible chemical splash in eyes.</td>
<td>Wear chemical splash goggles.</td>
</tr>
<tr>
<td>2. Etc...</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Periodic Hazard Inspections

You should conduct self-inspections on a regular basis. This means walking through your workplace at regular intervals to ensure that established safe work practices are being followed and that unsafe conditions or procedures are identified and corrected properly. These inspections are in addition to the everyday safety checks that are part of the routine duties of managers. The frequency of these inspections depends on the operations involved, the magnitude of the hazards, the proficiency of employees, changes in equipment or work processes, and the history of workplace injuries and illnesses. Inspections should be performed by someone who is able to identify actual and potential hazards and who understands safe work practices. The safety committee, given the proper training is a great source for conducting these inspections.

You should develop a uniform checklist for each person to use when conducting the inspection. These forms should be dated and kept for future reference. (Several sample checklist are enclosed.

While you may not have the expertise to monitor and sample for health hazards, you do need to be able to recognize potential health hazards so that you can call an OSHA health consultant or other outside professional for assistance. Due to their scientific and technical nature, any health sampling and analysis must be done in accordance with nationally recognized procedures.

Employee Reports Of Hazards

(This same information can be found under the section on Record Keeping Systems.)

Perhaps the best source of hazard information is the employee. Employees need to know whom to notify when a safety hazard is discovered. Employees should be trained on how to recognize hazardous situations and how to notify their immediate supervisor whenever a
safety and health hazard is found. Prompt attention to the hazards identified and proper feedback to employees will result in a system where employees will continue to report hazards promptly and effectively.

Developing a standardized form for employees to complete will aid in maintaining track of the hazards reported. (A sample Report of Safety or Health Hazard form is enclosed.)

**Review Of Workplace Injuries and Illnesses**

You need to review over all workplace accidents, illnesses and near-misses. Analysis of these records can help in determining the type of accidents that occur, where they happen, their causes, and accident rates. Such information is invaluable in preventing and controlling hazards and future accidents. The section in this manual, Record Keeping System, details what is involved in a record keeping system.

**Initiating and Tracking Hazard Correction**

Identified hazards should always be corrected as promptly as possible. For hazards found during an OSHA consultant's inspection, the consultant will work with you to develop mutually agreeable time frames for correcting them, based on the probability and severity of an injury or illness resulting from the hazard; the availability of needed equipment, materials and/or personnel; time for delivery, installation, modification or construction; and training periods. You should establish similar time frames for hazards which you identify. Remember to provide interim protection to employees who need it while correction of hazards is proceeding.
Except for small workplaces in which hazard correction is always immediate and obvious, there should be a written tracking procedure such as a log. It should contain the hazard, source of notification, when it was reported, who is responsible for correction, the correction target date, when it was corrected, actions steps taken to correct hazard and the follow-up inspection date. (Sample Hazard Analysis Log enclosed.)

An effective system for hazard assessment and control can be your best tool for eliminating workplace risks and preventing hazards from developing. The information you get from hazard assessment can also help you develop safe work procedures and training programs.
## JOB HAZARD ANALYSIS

**Job Function:**

<table>
<thead>
<tr>
<th>Step</th>
<th>Hazard</th>
<th>Safe Procedure or Protection Needed</th>
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</table>
# STATE ACCIDENT FUND
## SAFETY CHECKLIST

**Date:** __________________ __

**Area Checked:** __________________ __

**Name:** __________________ __

<table>
<thead>
<tr>
<th>SAFETY ITEM</th>
<th>LOCATION</th>
<th>OK</th>
<th>NOT OK</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Evacuation procedures are posted?</td>
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<tr>
<td>2. Exits are unobstructed.</td>
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<tr>
<td>3. Exit lights are lit.</td>
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<tr>
<td>4. Exit doors are easy to open.</td>
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<tr>
<td>5. Fire extinguishers are mounted.</td>
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<td>6. Fire extinguishers - monthly inspection completed.</td>
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<tr>
<td>7. Emergency lights have been checked.</td>
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<td>8. First aid kits are stocked and accessible.</td>
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<tr>
<td>9. Bloodborne kits are stocked and accessible.</td>
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<tr>
<td>10. Office lighting is adequate.</td>
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<tr>
<td>11. Work areas are clutter free.</td>
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<tr>
<td>SAFETY ITEM</td>
<td>LOCATION</td>
<td>OK</td>
<td>NOT OK</td>
<td>COMMENTS</td>
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<td>-----------------------------------------</td>
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<tr>
<td>12. Floors are clean and dry.</td>
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<tr>
<td>13. Machine Cords are out of the way.</td>
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<tr>
<td>14. Aisles are clear.</td>
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<tr>
<td>15. Toilets are clean.</td>
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<td>20.</td>
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</table>
REPORT OF SAFETY OR HEALTH HAZARD

Nature of hazard

Location of hazard
  Building
  Floor
  Area

Seriousness of the hazard

Signature  Date Submitted

Safety Officer’s Evaluation

Plan of Action

Date to be completed

Final action taken

Signature  Date
<table>
<thead>
<tr>
<th>Hazard</th>
<th>Date Reported</th>
<th>Source of Notification</th>
<th>Responsible For Correction</th>
<th>Correction Target Date</th>
<th>Date Corrected</th>
<th>Actions Taken to Correct Hazard</th>
<th>Followup Inspection</th>
</tr>
</thead>
</table>

• • •
LIST OF COMMON SAFETY HAZARDS

Removed or missing machine guards
Open file cabinets/drawers
Open electrical wiring
Protruding objects from shelving
Aisle storage
Extension cord trip hazards
Wet floors/spills
Cracked/vaulted floors/sidewalks
Broken/damaged carts
Improper lifting
Discharged/used fire extinguishers
Expired extinguisher service tags
Blocked fire exits
Expired/missing first aid materials
Blocked sprinkler heads/alarm pull boxes

Damaged racks/conveyors
Unsecured file cabinets
Poor housekeeping
Potential falling objects
Items stored on stairs
Upturned/frayed carpet
Poor lighting
Broken stair treads
Broken chairs, desks, etc.
Blocked fire extinguishers
Overloaded extension cords
Overloaded electrical outlets
Faulty emergency lighting
Unsecured shelving
Unlabelled bottles/containers of hazardous materials

NOTE: The items listed here are just a few of the numerous types of safety hazards that may be identified during any self inspection. These are listed as examples and are not intended as an all inclusive list of safety hazards.
PREPARING FOR AN OSHA INSPECTION
OSHA INSPECTION PRIORITIES

IMMINENT DANGER

Any condition that can cause death or serious physical harm immediately or before the danger can be eliminated through normal enforcement procedures.

OSHA can:
- Request employer immediate voluntary removal of hazard
- Procure an injunction prohibiting further work until corrected.

FATALITIES AND CATASTROPHES

⇒ Hospitalization of three or more employees
⇒ Must be reported within 8 hours

FORMAL EMPLOYEE COMPLAINTS

Alleged standard violations, unsafe or un-healthful working conditions.
- OSH Act - Employee Rights
- Confidential, if requested

PROGRAMMED INSPECTIONS

⇒ Specific high - hazard industries
⇒ Specific high - hazard occupations
⇒ Specific high - hazard toxic substances
⇒ Target high incident rates, employer history, etc.

FOLLOW-UP INSPECTIONS

Take priority over programmed when
- Willful, repeated, or serious violations existed
- Failure to abate notifications existed
- Imminent danger situations existed
- Employers fail to respond
VIOLATIONS

OTHER - THAN - SERIOUS VIOLATION

Definition:
One that has direct relationship to job safety and health, but probably would not cause death or serious physical harm.

Penalty:
Up to $7,000 for each violation
May be adjusted downward depending on the employer’s demonstration of good faith to comply with OSH Act, history of previous violations, and size of business.

SERIOUS VIOLATION

Definition:
There exists a substantial probability that death or serious physical harm could result and that employer knew, or should have known, of the hazard.

Penalty:
Mandatory penalty up to $7,000 for each violation
May be adjusted downward based on employer’s demonstration of good faith, history or previous violations, gravity of alleged violation, and size of business.
WILLFUL VIOLATION

Definition:
When employer intentionally or knowingly violates an OSHA standard or is aware that a hazardous condition exists and makes no reasonable effort to eliminate the condition.

Penalty:
Up to $70,000 for each violation with a minimum penalty of $5,000 for each violation.

May be adjusted downward based only on the size of business.

If - OSHA finds an employer guilty of a willful violation that resulted in the death of an employee, the offense is punishable by a court-imposed fine or by imprisonment for up to six (6) months or both.

Criminal Conviction:
A fine of up to $250,000 for an individual or $500,000 for a corporation may be imposed.

REPEATED VIOLATION

Definition:
A violation of any standard, regulation, rule, or order where, upon re-inspection, or similar violation is found.

Penalty:
Up to $70,000 for each violation
(To be repeated, the original citation must be final; a citation under contest may not serve as a basis for a subsequent repeat citation.)

May be adjusted downward based only on the size of the business.
FAILURE - TO - ABATE VIOLATION

Definition:
When the employer fails to correct a prior violation.

Penalty:
May carry a civil penalty of up to $7,000 for each day the violation continues beyond the prescribed abatement date.

May be adjusted downward based only on the size of the business.

CITATIONS AND PROPOSED PENALTIES MAY BE ISSUED UPON CONVICTION OF THE FOLLOWING:

⇒ Falsifying records, reports, or applications, which can upon conviction, bring a criminal fine of $10,000 or up to six (6) months in jail, or both.

⇒ Violating posting requirements, which can bring a civil penalty of up to $7,000.

⇒ Assaulting a compliance officer, or otherwise resisting, opposing, intimidating, or interfering with a compliance officer in the performance of his or her duties, which is a criminal offense subject to a fine of not more than $5,000 and imprisonment for not more than three (3) years.
<table>
<thead>
<tr>
<th>Description</th>
<th>Maximum</th>
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<tbody>
<tr>
<td>WILLFUL</td>
<td>$70,000</td>
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<td>⇒ MAXIMUM</td>
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<tr>
<td>⇒ MINIMUM</td>
<td>$5,000</td>
</tr>
<tr>
<td>REPEATED</td>
<td>$70,000</td>
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<tr>
<td>⇒ MAXIMUM</td>
<td></td>
</tr>
<tr>
<td>SERIOUS, OTHER THAN SERIOUS, OTHER SPECIFIC VIOLATIONS</td>
<td>$7,000</td>
</tr>
<tr>
<td>⇒ MAXIMUM</td>
<td></td>
</tr>
<tr>
<td>FAILURE TO ABATE FOR EACH CALENDAR DAY BEYOND ABATEMENT DATE</td>
<td>$7,000</td>
</tr>
<tr>
<td>⇒ MAXIMUM</td>
<td></td>
</tr>
<tr>
<td>OSHA NOTICE</td>
<td>$1,000</td>
</tr>
<tr>
<td>POSTING OF OSHA 200 SUMMARY</td>
<td>$1,000</td>
</tr>
<tr>
<td>POSTING OF CITATION</td>
<td>$3,000</td>
</tr>
<tr>
<td>MAINTAINING OSHA 200, OSHA 101</td>
<td>$1,000</td>
</tr>
<tr>
<td>REPORTING FATALITY/CATASTROPHE</td>
<td>$5,000</td>
</tr>
<tr>
<td>ACCESS TO RECORDS UNDER 1904</td>
<td>$1,000</td>
</tr>
<tr>
<td>NOTIFICATION REQUIREMENT UNDER 1903.6 (ADVANCE NOTICE)</td>
<td>$2,000</td>
</tr>
</tbody>
</table>

1 Penalties before adjustment, if any, for size and history.
1. Have **written** an **physical** Safety Program in place.

2. Define and delegate areas of Safety responsibility.

3. Train employees on OSHA standards.

4. **Self - Audits and Inspections**  
   (Use your safety Committee)

5. Mandate abatement from self - inspection.

6. Maintain Commitment and Accountability.

**COMPLY WITH OSHA STANDARDS!!**
CHECKLIST

This is not intended to be a complete checklist, but should be used as a guide to help you assess your Safety and Health Process. Other items should be added as necessary for your company and industry.

______ Do you have a written Safety and Health Policy, signed by management?

______ Do you have a written Safety and Health Program?

______ Is it aimed a achieving excellence in Safety and Health, or just compliance with regulations?

______ Is responsibility and accountability clearly established for management, staff, and hourly employees?

_____ Are OSHA logs, first aid records, and workers compensation records reviewed regularly to assess trends and establish priorities?

_____ Are annual safety and health goals/objectives established, and results reviewed?

_____ Do you know how your incidence rates and accident cost compare with industry averages?

_____ Do you monitor advanced notices of proposed new standards, to keep abreast of what’s ahead in next 1 - 3 years?

_____ Are you knowledgeable on federal/state safety and health regulations that apply to your industry?

_____ Do you encourage workers to report hazards and suggest ways to improve safety?

_____ Are you familiar with all the potential health and safety hazards your employees might encounter on the job?
Do you regularly inspect your work area for any unsafe work conditions or practices?

Do you have, and follow, specific procedures to ensure that any hazards are corrected promptly, without further endangering employees?

Do you determine any potential safety and health hazards when any of the following are introduced:
- New Operation?
- New substances?
- New processes?
- New procedures?
- New equipment?

Do you have specific procedures for investigating job-related injuries and illnesses?

Do employees receive specific safety training when:
- They join the company?
- They receive a new job assignment?
- New substances, processes, procedures or equipment with new hazards are introduced?
- A new hazard is identified?

Are employee chemical and other health exposures monitored as required?

Is medical surveillance established as required for employee health risks?

Do you have procedures to make sure employees understand and follow the practices they learn in safety training?
Do you conduct safety meetings to reinforce training?

Do employees receive handouts and other reference materials to help them remember and implement safety procedures?

Do employees participate on committees or other cooperative efforts to improve workplace safety?

Do employees receive recognition for following safe and healthful work practices?

Are employees disciplined for failing to follow safe and healthful work practices?

Do you keep records on safety inspections?

Do you keep records of safety and health training sessions?

Do you keep documentation of other safety and health activities?

Is required personal protective equipment provided and its use monitored?

Do you have a policy and procedure/rules for on-site contractor safety and health?

Do you have a safety training program for all vehicle operators? Do you require operators to use installed seat belts?

Are written programs/procedures in place for handling emergencies, equipment lock and tagout, hazard communication, confined space entry, electrical safety work practices, fire prevention, ergonomics, blood borne pathogens, and other required areas for your industry?

Do you have a written procedure for handling OSHA visits? Does it include involvement of an OSHA specialist attorney in the event of a visit due to a fatality of serious accident?
HAZARD PREVENTION PLAN

Once you have found and started correcting the safety hazards and risks in your workplace, you can set the rules and routines or procedures that you want your employees to go by.

The following steps should be included in the hazard prevention plan:

1. Put together a set of general safety rules.
2. Set up a disciplinary system that is fair and can be understood by everyone.
3. Provide protective equipment and training on how to use it properly.
4. Develop an equipment maintenance program to prevent breakdowns.
6. Put together safe work procedures for each job.

Step 1: Develop A Set Of General Safety Rules.

Good planning is essential for safe and efficient job performance. Rules and procedures governing actions and conditions in the workplace exist to help promote and maintain a safe and healthful work environment. All rules must be enforced fairly and consistently. Violation of the rules should result in disciplinary action even if the resulting accident does not cause serious injury or equipment damage.
Sample general safety rules

1. All employees are expected to utilize common sense and good judgment and to be aware of their surroundings at all times.

2. All unsafe conditions, injuries, or illnesses, no matter how slight, are to be reported immediately to the supervisor. All accidents must be reported before the end of the work shift.

3. All types of horseplay (running, throwing things, scuffling, etc.) is prohibited. Fighting in the workplace is grounds for dismissal.

4. Maintain good housekeeping. Put all oily rags, rubbish, papers, etc. in proper containers.

5. Keep materials, boxes, ladders, tools and other equipment from blocking aisles, exits, fire fighting equipment and power panels.

6. Working while under the influence of alcohol or illegal drugs is prohibited. Prescription medications are allowed as long as the employee can safely and effectively perform their job.

7. Firearms, explosives or unlawful weapons are NOT ALLOWED in the workplace.

8. Tools and equipment that are not in good working order will be reported to the supervisor, and are not to be used until they are repaired.

9. Employees will not operate any equipment until they are trained.

10. Employees will wear the personal protective equipment needed for their particular job.

11. Electrical cords are to be kept so that they do not present a tripping hazard. Extension cords are to be used only on a temporary basis. Electrical cords are to be inspected prior to the use of any equipment.

Additional Safety Rules for the Office

1. Keep drawers of desks and file cabinets closed when not in use. Only one drawer of file cabinet should be open at a time in order to prevent tipping over.

2. Do not stand on chairs or boxes to reach overhead areas. Use an approved step ladder.

3. Be careful walking around blind corners.

4. Floors will be kept clear of cords, loose paper and cartons.
5. Shelves will be stacked so that heavy objects will not fall off.
6. Unsafe electrical cords or equipment will be reported immediately to the supervisor.
7. Do not place broken or sharp objects in the waste paper containers.
8. Portable heaters and fans may only be used with permission from management.
9. Maintain furnishings in good repair, free from splinters, sharp objects, and broken parts. Remove from service any broken furniture until it can be repaired or replaced.
10. Keep sharp objects (pens, pencils, letter openers, etc.) away from desk edges and other ledges where they may injure someone or are likely to fall.
11. Correct or report any tripping, slipping, or falling hazards in aisles, halls or on stairways. Be sure spills and broken objects are cleaned up promptly.

Step 2: Set Up A Safety Disciplinary System That Is Fair And Can Be Understood By Everyone.

Safety Rules protect the employer, employees and the public. Any employee who does not follow the safety rules should be disciplined. The object of a safety disciplinary system is to correct or eliminate unsafe behaviors. The policy should provide fair and equitable administration of discipline in all cases.

All disciplinary actions, including oral reprimands, should be made a matter of record by memorandum or letter. After reading the memorandum or letter, the employee and the supervisor or person administering the discipline should sign and date the letter. If the employee refuses to sign the disciplinary memoranda it should be so noted and witnessed.
Forms of disciplinary action include:

Stage 1: Warning
The employee should be told what rule was broken and that there will be more severe action taken if it happens again. If it is the employee's behavior, then the supervisor must give the employee a time period in which to change his behavior. The warning should be written up and one copy filed in the employee's personnel file. A second copy should be given to the employee.

Stage 2: Final Warning
If the employee's behavior has not gotten better, or he repeats the same offense, then a final warning should be written up. The final warning should have a time period for improvement and copies to the personnel file and employee. The employee needs to be reminded that another offense will mean immediate termination.

Stage 3: Termination
If there is no improvement within the time frame of the final warning, the employee should be terminated. Serious safety violations or gross misconduct are grounds for immediate termination, as well. These situations are listed in the General Safety Rules.

Step 3: Provide Protective Equipment And Training On How To Use It Properly.

The proper protective equipment (PPE) required for each job function can be determined by:

- Conducting a Job Hazard Analysis of each job function.
- Consulting the OSHA standards and OSHA personnel for required protective equipment. The OSHA standards on PPE are found in 29CFR 1910. Subpart I or 1910.132 - 1910.140. For specific requirements, the standards on the work process should be studied.
- Consulting the manufacturer of the equipment, machinery and materials used in the job functions.
Training employees on how to use protective equipment is very important. You can't assume that employees will know how to put in ear plugs, or maintain a respirator. OSHA requires that employees go through formalized training for certain job processes. This training must be documented. (More information on training programs can be found under the section "Safety and Health Training.")

Step 4: Develop An Equipment Maintenance Program To Prevent Breakdowns.

Your equipment must be properly maintained. While this is specifically required by many OSHA standards, you should have your own program which will monitor the operation of workplace equipment and make sure that routine preventive maintenance is conducted. This not only makes good sense, but it is good for business because proper maintenance can prevent costly breakdowns.
Step 5: Plan For Emergencies: Fire, Medical, Natural Disasters

An emergency is any unplanned event that can cause deaths or significant injuries to employees, customers, or the public; or that can shut down your business, disrupt operations, cause physical or environmental damage, or threaten the facility's financial standing or public image. Every year emergencies take their toll on business and industry - in lives and dollars. But something can be done, businesses can limit injuries and damages and return more quickly to normal operations if they plan ahead.

The effectiveness of response during emergencies depends on the amount of planning and training performed. When emergency action plans are required by a particular OSHA standard, the plan must be in writing; except for companies with 10 or fewer employees, the plan may be communicated orally to employees. The plan must include the following elements:

1. Emergency escape procedures and emergency escape route assignments,
2. Procedures to be followed by employees who remain to perform critical operations before the building is evacuated,
3. Procedures to account for all employees after emergency evacuation has been completed,
4. Rescue and medical duties for those employees who are to perform them,
5. The preferred means for reporting fires and other emergencies, and
6. Names or regular job titles of persons or departments to be contacted for further information or explanation of duties under the plan.

The emergency action plan should address all potential emergencies that can be expected in the workplace. Therefore, it is necessary to perform a hazard audit to determine potentially dangerous conditions. Some of the more common emergencies include: fire, hazardous materials incident, flood or flash flood, hurricane, tornado, winter storm, earthquake, explosion, civil disturbance, workplace violence, and communications failure.
For emergency evacuation, the use of floor plans or workplace maps that clearly show the emergency escape routes and safe or refuge areas should be included in the plan. All employees must be told what actions they are to take in emergency situations that may occur in the workplace, such as designated meeting location after evacuation.

The plan must be reviewed with employees initially when the plan is developed, whenever the employee's responsibilities under the plan change, and whenever the plan is changed. A copy should be kept where employees can refer to it at convenient times.

The following is a list of some of the OSHA requirements pertaining to emergency response.

Title 29, Code of Federal Regulations, Part 1910,
  Subpart E - Means of Egress
    1910.37 - Means of Egress
    1910.38 - Employee emergency plans and fire prevention plans
  Subpart H - Hazardous Materials
    1910.119 - Process Safety Management of Highly Hazardous Chemicals
    1910.120 Hazardous Waste Operations and Emergency Response.
  Subpart J - General Environmental Controls
    1910.146 - Permit-required Confined Spaces
    1910.147 - Control of Hazardous Energy Sources
  Subpart K - Medical and First Aid
    1910.151 - Medical Services and First Aid
  Subpart L - Fire Protection
    1910.155 - 156 - Fire Protection and Fire Brigades
    1910.156 - 163 - Fire Suppression Equipment
    1910.164 - Fire Detection Systems
    1910.165 - Employee Alarm Systems
  Subpart Z - Toxic and Hazardous Substances
    1910.1030 - Bloodborne Pathogens
    1910.1200 - Hazard Communication

Your employees need safe and healthful work practices for each specific job they do. These procedures need not be complicated but must protect against hazards that are part of the tasks they perform.

First, you should figure out the hazards or risks for each task by completing the Job Hazard Analysis found in the section on Hazard Assessment and Control. Then safe practices and procedures should be spelled out in steps that are easy to follow by all employees, especially new employees.

You can get many ideas for specific work practices from equipment and tool manufacturers, although these may relate more to efficient operation than to safe operation. When formulating work practices, keep in mind that workers in surrounding areas who are not directly involved in a specific operation can also be affected by the procedure for that operation.
<table>
<thead>
<tr>
<th>EQUIPMENT</th>
<th>DATE OF MAINTENANCE</th>
<th>TYPE OF MAINTENANCE OR REPAIR</th>
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RECORD KEEPING SYSTEM

A records system, including complete accident investigations, provides a means to identify accident trends, aids in developing preventive measures, and furnishes data to be used in measuring the program's effectiveness.

The aspects of a record keeping system include:

- A system for employees to report hazardous conditions and accidents.
- Data analysis of past accidents and near misses.
- Procedures for reporting accidents.
- Accident Investigation on all accidents and near misses.

Employee Reports Of Hazards

Perhaps the best source of hazard information is the employee. Employees need to know whom to notify when a safety hazard is discovered. Employees should be trained on how to recognize hazardous situations and how to notify their immediate supervisor whenever a safety and health hazard is found. Prompt attention to the hazards identified and proper feedback to employees will result in a system where employees will continue to report hazards promptly and effectively.

Developing a standardized form for employees to complete will aid in maintaining track of the hazards reported. (A sample Report of Safety or Health Hazard form is enclosed.) A hazardous Analysis Log can be used to keep track of all hazards reported, the corrective action taken, person responsible for the correction and the date completed. (More information on tracking hazards is found in the section on "Hazard Assessment And Control.").
Data Analysis of Past Accidents and Near Misses

Data analysis on past accidents and near misses is the invitation to begin finding the reasons for, and then eliminating your workplace injuries and illnesses.

The first step is to group or categorize your accidents (including near misses) into types, such as strains and sprains or slips and falls. For this use your incident reports and copies of your First Report of Injury (12-A).

Deciding what categories to include and how far back to go in time are both dependent upon the completeness of your record keeping. Such records on past accidents filed with State Accident Fund can be obtained to help with the analysis.

When you have determined what types of accidents should be of primary concern, either because of frequency, severity or both, the next step is to figure out why the accidents occurred or almost occurred. Precise reasons for accidents must be found either in work conditions, employee actions or a combination of the two.

Discovering the reasons for the accidents and near misses will give some insight into the next step. If the reason for the frequency and severity of accidents is in the work conditions, then the job task as well as the surroundings should be reanalyzed for possible hazards. The possible correction could be anything from equipment replacement to restructuring job procedures. If employee actions are the main reason for the number of accidents and near misses, then training may need to be put in place as well as enforcement of safety rules.

Accident Reporting

One of the first rules of accident reporting is that all accidents must be reported to the supervisor immediately. Once reported, the employee can follow the established procedures for documenting the accident. The South
Carolina Worker's Compensation Laws and the Department of Labor (OSHA) require that certain accident forms be completed in a timely manner. There are other forms which can be used to aid the reporting procedures in your company.

INCIDENT REPORTS

In house accident reports provide information to help determine the cause of accidents and suggest ways to avoid them in the future. An incident report, describing the accident and its apparent cause, should be prepared by an employee or the employee's supervisor as the preliminary step to completing and filing the First Report of Injury form. The supervisor should also prepare an incident report for all "first-aid" and "near miss" accidents. "Near misses" are work events which would have resulted in a serious injury or illness under slightly different circumstances. "First-aid" accidents are minor injuries or illnesses which are not serious enough to require medical attention. (A sample Employee's Report of Accident and Supervisor's Report of Accident are enclosed.)

FIRST REPORT OF INJURY

Before workers' compensation benefits can be determined, the proper reporting of the injury must take place.

All employees should be aware of their responsibilities under South Carolina workers' compensation laws. An "employee handbook" on workers' compensation is available from the State Accident Fund. Employees must notify their employer immediately when an on-the-job injury occurs. Failure to notify the employer within ninety (90) days after an accident may deprive them of their right to benefits. Injured employees cannot receive benefits until the employer files a Workers Compensation - First Report of Injury or Illness (Acord 4 form/ WCC form 12-A) with the State Accident Fund.
When an employer is notified of an on-the-job injury or illness he/she must complete and mail a Workers Compensation - First Report of Injury or Illness (Acord 4 form/ WCC form 12-A) to the State Accident Fund immediately. This submission is critical. The employer, as well as, the State Accident Fund can be fined for failure to report claims to the Workers' Compensation Commission in a timely manner. Also, early intervention by a trained claims adjuster is essential to control claim costs and speed up the employee's return to work. Several studies have shown that delays in reporting injuries have a direct impact on the cost of a claim and consequently on your premiums.

This report should be filed out by the supervisor or designated claims manager. The injured employee should not fill out the First Report Of Injury form.

**OSHA 200 LOG**

South Carolina Law requires that all employers complete the OSHA form 200 log and summary of occupational injuries and illnesses. All public sector employers must maintain and post this form annually. All private sector employers with 11 or more employees must maintain and post this form annually. It must be posted in February of every year based on the past year's accidents. It should be posted in a readily accessible location. The previous five years of the 200 Log must also be on file. This requirement must be completed because of the Occupational Safety and Health Act of 1970, Section .1904. (A sample OSHA 200 log is enclosed.)
Accident Investigation

Accident Investigation should be a vital part of the safety program. Its purpose is to determine the cause and corrective action needed to prevent future accidents. It is crucial to remember that accident investigation is not a means to find fault, but rather to seek facts. The steps for conducting an accident investigation are discussed in the following pages. (A sample Accident Investigation Report is enclosed.)
REPORT OF SAFETY OR HEALTH HAZARD

Nature of hazard
________________________________________________________________________
________________________________________________________________________

Location of hazard
Building _________________________________________________________________
Floor _________________________________________________________________
Area _________________________________________________________________

Seriousness of the hazard
________________________________________________________________________
________________________________________________________________________

Safety Officer’s Evaluation
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Plan of Action
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Date to be completed ______________________________________________________

Final action taken
________________________________________________________________________

Signature ___________________ Date Submitted __________________

Signature ___________________ Date __________________
EMPLOYEE’S REPORT OF ACCIDENT/EXPOSURE

Employee’s Name: ___________________________ Age: ________ Sex: ________
Job Position/Title: ___________________________ Social Security Number: __________
Supervisor’s Name: ___________________________ Shift Hours: ______________
Date and Time of Accident: ____________ Location: ___________________________
Task Being Performed When Accident Occurred: ______________________________
Date and Time Accident Reported: ____________ To Whom: ______________________
Name (s) of Witness (es): ____________________________________________

Describe How The Accident Occurred: _______________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

What Part Of The Body Was Injured: _________________________________________
Describe The Injuries In Detail: ____________________________________________
________________________________________________________________________
________________________________________________________________________

Date and Time You First Sought Medical Attention: ___________________________
Name Of Doctor and/or Hospital: __________________________________________
Could Anything Be Done To Prevent Accidents Of This Type? If So, What: ______
________________________________________________________________________
________________________________________________________________________

Employee Signature: _______________________________ Date: ____________
SUPERVISOR’S REPORT OF ACCIDENT/EXPOSURE

Employee’s Name: ___________________________ SS Number: ___________________________

Job Position/Title: ___________________________ Supervisor’s Name: ___________________________

Date and Time of accident: ______________ Location: ________________________________

Task being performed when accident occurred: ________________________________

Date and Time accident reported to you: ________________________________

Name(s) of Witness(es): __________________________________________________________

Accident Resulted In: Injury ______ Fatality ______ Property Damage ______

First Aid Given? _____ Medical Treatment Required? _____ Workdays Lost: ______

Describe how the accident occurred: ____________________________________________

What actions, events or conditions contributed most directly to this accident?

________________________________________

________________________________________

________________________________________

Could Anything Be Done To Prevent Accidents Of This Type? If So, What: ______

________________________________________

________________________________________

________________________________________

Supervisor Signature: __________________________________________ Date: ____________
### Insured Information

**Insured**
- **Policy/Self-Insured Number**
- **Address (Incl Zip)**
- **Employment Status**
  - **Employee**
  - **Self-Employed**
- **Address**
  - **Incl Zip**
- **Employer’s Location Address (If Different)**
- **Location #**
- **Phone #**

### Carrier/Claims Administrator

**Carrier Name, Address & Phone No.**
- **Policy/Period**
- **Claims Administrator Name, Address & Phone No.**
- **Preparer’s Name & Title**
- **Carrier/Claims Administrator Claim Number**
- **Jurisdiction Claim Number**
- **Jurisdiction**
- **Report Purpose Code**
- **Insured Report Number**
- ** carrier/administrator claim number**
- **agent name & code number**

### Employee/Wage Information

**Name (Last, First, Middle)**
- **Date of Birth**
- **Social Security Number**
- **Date Hired**
- **State of Hire**
- **Social Security Number**
- **Sex**
  - **M** Male
  - **F** Female
- **Martial Status**
  - **U** Unmarried
  - **M** Married
  - **S** Separated
- **Address (Incl Zip)**
- **Occupation/Job Title**
- **Employment Status**
  - **Employee**
  - **Self-Employed**
- **Occupation/Job Title**
- **Employment Status**
- **Employee**
  - **Self-Employed**
- **Department or Location Where Accident or Illness Occurred**
- **All Equipment, Materials, or Chemicals Employee Was Using When Accident or Illness Occurred**
- **Specific Activity the Employee Was Engaged in When the Accident or Illness Occurred**
- **Work Process the Employee Was Engaged in When Accident or Illness Occurred**
- **How Accident or Illness/Abnormal Health Condition Occurred. Describe the Sequence of Events and Include Any Objects or Substances That Directly Injured the Employee or Made the Employee Ill**
- **Cause of Injury Code**
- **Date Return(Ed) to Work**
- **If Fatal, Give Date of Death**
- **Were Safeguards or Safety Equipment Provided?**
  - **Yes**
  - **No**
- **Were They Used?**
  - **Yes**
  - **No**
- **Physician/Health Care Provider Name & Address**
- **Hospital Name & Address**
- **Initial Treatment**
  - **0** No Medical Treatment
  - **1** Minor: By Employer
  - **2** Minor Clinic/Hosp
  - **3** Emergency Care
  - **4** Hospitalized > 24 Hrs
  - **5** Future Major Medical/Lost Time Anticipated
  - **Witnesses Name & Phone #**
- **Date Administrator Notified**
- **Date Prepared**
- **Preparer’s Name & Title**
- **Report Number**
- **Agent Name & Code Number**
- **Rev. Date**
- **3/96**

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**ACORD** WORKERS COMPENSATION - FIRST REPORT OF INJURY OR ILLNESS

**ACORD** 4 (2/96)

SEE BACK FOR IMPORTANT STATE INFORMATION/SIGNATURE

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WCC FORM 12-A REV. DATE 3/96

REPRINTED WITH PERMISSION OF IAIABC
EMPLOYER'S INSTRUCTIONS

DO NOT ENTER DATA IN SHADED FIELDS

DATES: Enter all dates in MM/DD/YY format.

SIC CODE: This is the code which represents the nature of the employer's business which is contained in the Standard industrial Classification Manual published by the Federal Office of Management and Budget.

CARRIER: The licensed business entity issuing a contract of insurance and assuming financial responsibility on behalf of the employer of the claimant.

CLAIMS ADMINISTRATOR: Enter the name of the carrier, third party administrator, state fund, or self-insured responsible for administering the claim.

AGENT NAME & CODE NUMBER: Enter the name of your insurance agent and his/her code number if known. This information can be found on your insurance policy.

OCCUPATION/JOB TITLE: This is the primary occupation of the claimant at the time of the accident or exposure.

EMPLOYMENT STATUS: Indicate the employee's work status. The valid choices are:

- Full-Time
- Part-Time
- On Strike
- Disabled
- Not Employed
- Retired
- Apprenticeship Full-Time
- Apprenticeship Part-Time
- Volunteer
- Seasonal
- Piece Worker

DATE DISABILITY BEGAN: The first day on which the claimant originally lost time from work due to the occupation injury or disease or as otherwise designated by statute.

CONTACT NAME/PHONE NUMBER: Enter the name of the individual at the employer's premises to be contacted for additional information.

TYPE OF INJURY/ILLNESS: Briefly describe the nature of the injury or illness, (eg. Lacerations to the forearm).

PART OF BODY AFFECTED: Indicate the part of body affected by the injury/illness, (eg. Right forearm, lower back).

DEPARTMENT OR LOCATION WHERE ACCIDENT OR ILLNESS EXPOSURE OCCURRED: (eg. Maintenance Department, or Client's office at 452 Monroe St., Washington, DC 26210)

If the accident or illness exposure did not occur on the employer's premises, enter address or location. Be specific.

ALL EQUIPMENT, MATERIAL OR CHEMICALS EMPLOYEE WAS USING WHEN ACCIDENT OR ILLNESS EXPOSURE OCCURRED: (eg. Acetylene cutting torch, metal plate)

List all of the equipment, materials, and/or chemicals the employee was using, applying, handling or operating when the injury or illness occurred. Be specific, for example: decorator's scaffolding, electric sander, paintbrush, and paint.

Enter "NA" for not applicable if no equipment, materials, or chemicals were being used. NOTE: The items listed do not have to be directly involved in the employee's injury or illness.

SPECIFIC ACTIVITY THE EMPLOYEE WAS ENGAGED IN WHEN THE ACCIDENT OR ILLNESS EXPOSURE OCCURRED: (eg. Cutting metal plate for flooring)

Describe the specific activity the employee was engaged in when the accident or illness exposure occurred, such as sanding ceiling woodwork in preparation for painting.

WORK PROCESS THE EMPLOYEE WAS ENGAGED IN WHEN ACCIDENT OR ILLNESS EXPOSURE OCCURRED: Describe the work process the employee was engaged in when the accident or illness exposure occurred, such as building maintenance. Enter "NA" for not applicable if employee was not engaged in a work process (eg. walking along a hallway).

HOW INJURY OR ILLNESS/ABNORMAL HEALTH CONDITION OCCURRED: DESCRIBE THE SEQUENCE OF EVENTS AND INCLUDE ANY OBJECTS OR SUBSTANCES THAT DIRECTLY INJURED THE EMPLOYEE OR MADE THE EMPLOYEE ILL: (Worker stepped back to inspect work and slipped on some scrap metal. As worker fell, worker brushed against the hot metal.)

Describe how the injury or illness/abnormal health condition occurred. Include the sequence of events and name any objects or substance that directly injured the employee or made the employee ill. For example: Worker stepped to the edge of the scaffolding to inspect work, lost balance and fell six feet to the floor. The worker's right wrist was broken in the fall.

DATE RETURN (ED) TO WORK: Enter the date following the most recent disability period on which the employee returned to work.
<table>
<thead>
<tr>
<th>Event</th>
<th>Nonfatal Injuries</th>
<th>Fatalities</th>
<th>Nonfatal Illnesses</th>
<th>Fatal Illnesses</th>
<th>Illnesses With Lost Workdays</th>
<th>Illnesses Without Lost Workdays</th>
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</table>

**Type of Injury**

- Enter DATE of death.
- Enter a CHECK if injury involves days away from work, or days of restricted work activity, or both.
- Enter number of DAYS away from work.
- Enter number of DAYS of restricted work activity.
- Enter a CHECK if no entry was made in columns 1 or 2 but the injury is recordable as defined above.

**Type of Illness**

- Enter DATE of death.
- Enter a CHECK if illness involves days away from work, or days of restricted work activity, or both.
- Enter number of DAYS away from work.
- Enter number of DAYS of restricted work activity.

Certification of Annual Summary Totals By _______ Title _______ Date _______

**Post Only This Portion of the Last Page No Later Than February 1.**
Public reporting burden for this collection of information is estimated to vary from 4 to 30 (time in minutes) per response with an average of 15 (time in minutes) per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. If you have any comments regarding this estimate or any other aspect of this information collection, including suggestions for reducing this burden, please send them to the OSHA Office of Statistics and/or the Department of Labor, Office of IRM Policy, Room N-1301, 200 Constitution Avenue, N.W. Washington, D.C. 20210

Instructions for OSHA No. 200

I. Log and Summary of Occupational Injuries and Illnesses

Each employer who is subject to the recordkeeping requirements of the Occupational Safety and Health Act of 1970 must maintain for each establishment a log of all recordable occupational injuries and illnesses. This form (OSHA No. 200) may be used for that purpose. A substitute for the OSHA No. 200 is acceptable if it is as detailed, easily readable, and understandable as the OSHA No. 200.

Enter each recordable case on the log within six (6) workdays after learning of its occurrence. Although other records must be maintained at the establishment to which they refer, it is possible to prepare and maintain the log at another location, using data processing equipment if desired. If the log is prepared elsewhere, a copy updated to within 45 calendar days must be present at all times in the establishment.

Logs must be maintained and retained for five (5) years following the end of the calendar year to which they relate. Logs must be available (normally at the establishment) for inspection and copying by representatives of the Department of Labor, or the Department of Health and Human Services, or States accorded jurisdiction under the Act. Access to the log is also provided to employees, former employees and their representatives.

II. Changes in Extent or Outcome of Injury or Illness

If, during the 5-year period the log must be retained, there is a change in an extent and outcome of an injury or illness which affects entries in columns 1, 2, 6, 8, 9, or 13, the first entry should be lined out and a new entry made. For example, if an injured employee at first required only medical treatment but later lost workdays away from work, the check in column 6 should be lined out, and checks entered in columns 2 and 3 and the number of lost workdays entered in column 4.

In another example, if an employee with an occupational illness lost workdays, returned to work, and then died of the illness, any entries in columns 9 through 12 should be lined out and the date of death entered in column 8.

The entire entry for an injury or illness should be lined out if later found to be nonrecordable. For example, an injury which is later determined not to be work related, or which was initially thought to involve medical treatment but later was determined to have involved only first aid.

III. Posting Requirements

A copy of the totals and information following the fold line of the last page for the year must be posted at each establishment in the place or places where notices to employees are customarily posted. This copy must be posted no later than February 1 and must remain in place until March 1.

Even though there were no injuries or illnesses during the year, zeros must be entered on the totals line, and the form posted.

The person responsible for the annual summary totals shall certify that the totals are true and complete by signing at the bottom of the form.

IV. Instructions for Completing Log and Summary of Occupational Injuries and Illnesses

Column A — CASE OR FILE NUMBER. Self-explanatory.

Column B — DATE OF INJURY OR ONSET OF ILLNESS.

For occupational injuries, enter the date of the work accident which resulted in injury. For occupational illnesses, enter the date of initial diagnosis of illness, or, if absence from work occurred before diagnosis, enter the first day of the absence attributable to the illness which was later diagnosed or recognized.

Column C through F — Self-explanatory.

Columns 1 and 8 — INJURY OR ILLNESS-RELATED DEATHS. Self-explanatory.

Columns 2 and 9 — INJURIES OR ILLNESSES WITH LOST WORKDAYS. Self-explanatory.

Columns 3 and 10 — INJURIES OR ILLNESSES INVOLVING DAYS AWAY FROM WORK. Self-explanatory.

Columns 4 and 11 — LOST WORKDAYS—DAYS AWAY FROM WORK. Enter the number of workdays (consecutive or not) on which the employee would have worked but could not because of occupational injury or illness. The number of lost workdays should not include the day of injury or onset of illness or any days on which the employee would not have worked even though able to work.

NOTE: For employees not having a regularly scheduled shift, such as certain truck drivers, construction workers, farm labor, casual labor, part-time employees, etc., it may be necessary to estimate the number of lost workdays. Estimates of lost workdays shall be based on prior work history of the employee AND days worked by employees, not ill or injured, working in the department and/or occupation of the ill or injured employee.

Columns 5 and 12 — LOST WORKDAYS—DAYS OF RESTRICTED WORK ACTIVITY.

Enter the number of workdays (consecutive or not) on which because of injury or illness:

1. the employee was assigned to another job on a temporary basis, or
2. the employee worked at a permanent job less than full time, or
3. the employee worked at a permanently assigned job but could not perform all duties normally connected with it.

The number of lost workdays should not include the day of injury or onset of illness or any days on which the employee would not have worked even though able to work.
Columns 8 and 13 — INJURIES OR ILLNESSES WITHOUT LOST WORKDAYS. Self-explanatory.

Columns 7a through 7g — TYPE OF ILLNESS. Enter a check in only one column for each illness.

TERMINATION OR PERMANENT TRANSFER—Place an asterisk to the right of the entry in columns 7a through 7g (type of illness) which represented a termination of employment or permanent transfer.

V. Totals
Add number of entries in columns 1 and 8.
Add number of checks in columns 2, 3, 6, 7, 9, 10, and 13.
Add number of days in columns 4, 5, 11, and 12.
Yearly totals for each column (1-13) are required for posting. Running or page totals may be generated at the discretion of the employer.

If an employee’s loss of workdays is continuing at the time the totals are summarized, estimate the number of future workdays the employee will lose and add that estimate to the workdays already lost and include this in the annual totals. No further entries are to be made with respect to such cases in the next year’s log.

VI. Definitions

OCCUPATIONAL INJURY is any injury such as a cut, fracture, sprain, amputation, etc., which results from a work accident or from an exposure involving a single incident in the work environment.

NOTE: Conditions resulting from animal bites, such as insect or snake bites or from one-time exposure to chemicals, are considered to be injuries.

OCCUPATIONAL ILLNESS of an employee is any abnormal condition or disorder, other than one resulting from an occupational injury, caused by exposure to environmental factors associated with employment. It includes acute and chronic illnesses or diseases which may be caused by inhalation, absorption, ingestion, or direct contact.

The following listing gives the categories of occupational illnesses and disorders that will be utilized for the purpose of classifying recordable illnesses. For purposes of information, examples of each category are given. These are typical examples, however, and are not to be considered the complete listing of the types of illnesses and disorders that are to be counted under each category.

7a. Occupational Skin Diseases or Disorders
Examples: Contact dermatitis, eczema, or rash caused by primary irritants and sensitizers or poisonous plants; oil acne; chemical burns or inflammations; etc.

7b. Dust Diseases of the Lungs (Pneumoconioses)
Examples: Silicosis, asbestosis and other asbestos-related diseases, coal worker’s pneumoconiosis, byssinosis, siderosis, and other pneumoconioses.

7c. Respiratory Conditions Due to Toxic Agents
Examples: Pneumonitis, pharyngitis, rhinitis or acute congestion due to chemicals, dusts, gases, or fumes; farmer’s lung; etc.

7d. Poisoning (Systemic Effect of Toxic Materials)
Examples: Poisoning by lead, mercury, cadmium, arsenic, or other metals; poisoning by carbon monoxide, hydrogen sulfide, or other gases; poisoning by benzol, carbon tetrachloride, or other organic solvents; poisoning by insecticide sprays such as parathion, lead arsenate; poisoning by other chemicals such as formaldehyde, plastics, and resins; etc.

7e. Disorders Due to Physical Agents (Other than Toxic Materials)
Examples: Heatstroke, sunstroke, heat exhaustion, and other effects of environmental heat; freezing, frostbite, and effects of exposure to low temperatures; caisson disease; effects of ionizing radiation (isotopes, X-rays, radium); effects of nonionizing radiation (welding flash, ultraviolet rays, microwaves, sunburn); etc.

7f. Disorders Associated With Repeated Trauma
Examples: Noise-induced hearing loss; synovitis, tenosynovitis, and bursitis; Raynaud’s phenomena; and other conditions due to repeated motion, vibration, or pressure.

7g. All Other Occupational Illnesses
Examples: Anthrax, brucellosis, infectious hepatitis, malignant and benign tumors, food poisoning, histoplasmosis, coccidiodomycosis, etc.

MEDICAL TREATMENT includes treatment (other than first aid) administered by a physician or by registered professional personnel under the standing orders of a physician. Medical treatment does NOT include first-aid treatment (one-time treatment and subsequent observation of minor scratches, cuts, burns, splinters, and so forth, which do not ordinarily require medical care) even though provided by a physician or registered professional personnel.

ESTABLISHMENT: A single physical location where business is conducted or where services or industrial operations are performed (for example: a factory, mill, store, hotel, restaurant, movie theater, farm, ranch, bank, sales office, warehouse, or central administrative office). Where distinctly separate activities are performed at a single physical location, such as construction activities operated from the same physical location as a lumber yard, each activity shall be treated as a separate establishment.

For firms engaged in activities which may be physically dispersed, such as agriculture; construction; transportation; communications; and electric, gas, and sanitary services, records may be maintained at a place to which employees report each day.

Records for personnel who do not primarily report or work at a single establishment, such as traveling salesmen, technicians, engineers, etc., shall be maintained at the location from which they are paid or the base from which personnel operate to carry out their activities.

WORK ENVIRONMENT is comprised of the physical location, equipment, materials processed or used, and the kinds of operations performed in the course of an employee’s work, whether on or off the employer’s premises.
**Log and Summary of Occupational Injuries and Illnesses**

**NOTE:** This form is required by Public Law 91-606 and must be kept in the establishment for 5 years. Failure to maintain and post can result in the issuance of citations and assessment of penalties. (See posting requirements on the other side of form.)

**RECORDABLE CASES:** You are required to record information about every occupational death, every nonfatal occupational illness, and those nonfatal occupational injuries which involve one or more of the following: loss of consciousness, restriction of work or motion, transfer to another job, or medical treatment (other than first aid). (See definitions on the other side of form.)

<table>
<thead>
<tr>
<th>Case or File Number</th>
<th>Neat of Injury or Onset of Illness</th>
<th>Employee’s Name</th>
<th>Occupation</th>
<th>Department</th>
<th>Description of Injury or Illness</th>
<th>Extent of and Date of Death</th>
<th>Fatality</th>
<th>Injury Related</th>
<th>OSHA No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(A)</td>
<td>(B)</td>
<td>(C)</td>
<td>(D)</td>
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</table>
Accident Investigation Report
Prevention Analysis

Employee’s Name ___________________________ Date ________________
Accident Date ______________________ Accident Time ________________
Witness (es) _____________________________ _______________________
Describe injury ____________________________ __________________________________

Employee’s condition. Were day missed from work due to accident? How many?
______________________________________________________________

Describe operation performed when accident occurred.
______________________________________________________________

When injury occurred, was employee following standard practice? Was personal protective equipment being worn? Is it needed?
______________________________________________________________

What actions need to be taken to prevent this type of accident?
______________________________________________________________

______________________________________________________________

Investigator
Accident prevention is a company wide responsibility. Your safety and the safety of your co-workers, depends on everyone being aware of potential hazards. Along with reporting safety hazards, it is important for you to report when you have had an accident.

Have you ever failed to report an accident or a near-miss because you thought you might get into trouble or you just didn’t want to take the time? Or maybe you thought it was such a minor accident that there wasn’t any point in reporting it to anyone.

Reporting accidents to the appropriate person does make a difference for you and your co-workers. Conversely, not reporting an accident jeopardizes everyone’s safety. All accidents, no matter how trivial you think they are, should be reported at once. Your company can not work to improve on the job safety for you and your co-workers if you do not report accidents or near-misses. After all, hazards can not be corrected if the people with the authority to fix them do not know they exist.

A near miss is an incident where injury did not occur - this time. Removing the cause of a near-miss or doing something to prevent a recurrence is so important. The next time you, or your co-worker might not be so lucky. If you have a near-miss, resolve to turn it into a learning experience in order to prevent future accidents.

If an accident occurs, you should:

1. assess the situation to make sure you can safely enter the area. You need to find out what kind of help is needed.
2. Do not disturb the area. If you touch or move anything you could be distorting valuable information that could explain the cause of the accident.
3. Get a mental picture of what happened. Try to remember the who, what, where, when and why of the accident to help in the investigation.
4. Notify the appropriate person as soon as possible.

Help make sure there is no next time. Take the time to make an effort to report every accident and near-miss no matter how small. It will help make our workplace safer for all of us.

SAFETY IS EVERYBODY'S JOB
ACCIDENT INVESTIGATION

PURPOSE

Employers should use all possible means to investigate every workplace accident, injury, or near-miss. The investigation must be designed to seek facts, not find fault. A structured investigation not only assists in determining a likely trend, it also proves beneficial in verifying that the mishap truly occurred within the scope and course of employment. Ideally, the investigation should assist in deterring future accidents and reducing the severity and/or frequency of those which may be beyond our control.

PREVENTION

It would be pointless to discuss accident investigation and not stress prevention. There exist numerous professionals in the safety field that will agree that for one accident, there are countless near-misses that go unnoticed. Some will argue that there are one hundred near-misses for every one accident that is reported. Therefore, it is imperative that employers continually monitor themselves and self-check that they offer the employee every aspect and degree of safety.

RESPONSIBILITY

The immediate supervisor is usually the most qualified person to do the accident investigation. They are best in conducting an accident investigation for the following reasons:

1. They know an employee’s work habits. This includes what the employees should have been doing as well as the correct way of doing the job.
2. Since a supervisor has a knowledge of the job task, they can draw conclusions from a witness’s remarks.
3. A supervisor is responsible for preventing accidents from reoccurring. Investigations are practical ways to determine cause and preventive measures.

4. The interaction of supervisors with employees can convey an organization’s interest in providing safety for all employees.

FIVE BASIC STEPS OF ACCIDENT INVESTIGATION

1. TAKING IMMEDIATE ACTION

Immediately after an accident has taken place, certain things need be done to assure the success of the investigation. The first concern should be the injured employee’s care. The supervisor must assure that immediate first aid and if needed, medical care is rendered. After the employee’s care is provided the employer should do the following:

A. Secure the scene to prevent further injury and to preserve evidence.

B. Reassure other employees and advise them that the details of the injured employee will be forwarded as it becomes available.

C. Stress safety for company employees and relate an attitude of general concern.

2. GATHERING EVIDENCE

A thorough and comprehensive search for the facts is essential in an accident investigation. A pre-prepared accident investigation kit may become useful. The kit might include a camera, film, drawing paper, pens, pencils, sample containers, a measuring instrument, and a listing of procedures.
The following procedures should be followed in investigating an accident.

A. Take pictures of the scene from different angles. Photographs will preserve the facts surrounding the accident and provide accurate information about the accident. As you analyze each photograph, consider example, begin with the general area of the accident.

B. Create sketches of the scene. Sketches of the accident scene should compliment your photographs by providing additional details such as distances, locations of victims and equipment, and structural or geographical data. As you analyze the accident data, review the sketches in parallel with the photographs that were taken.

C. Collect physical evidence. Physical evidence is anything that is real, has substance, and helps to establish the facts. Types of physical evidence collected in the accident area that should be re-examined include:

- Position of tools and equipment.
- Air quality.
- Equipment operations, logs, charts, and records.
- Identification numbers of equipment.
- General housekeeping and work environment.
- Floor or surface conditions.

D. Take notes of the findings. Taking notes will help to review the facts surrounding the accident. The notes should focus on the “who, what, when, where, how, and why” facts of the accident. When reviewing notes, some of the most important questions to focus on include:

- Who was involved in the accident?
- Who was injured in the accident?
- Who witnessed the accident?
• What happened?
• What did witnesses see?
• What rules (if any) were violated?
• When did the accident happen?
• Where did the accident happen?
• Where were witnesses when the accident occurred?
• How did the accident happen?
• How was the accident discovered?
• How were employees injured?
• Why did the accident happen?
• Why were employees injured?

The notes and any checklist information that was gathered during the investigation may also provide insight about contributing factors such as operational errors, violations of rules and procedures, victim morale, attitude and work knowledge, and health and safety records of those involved.

3. INTERVIEWING WITNESSES

In many cases, the most accurate information of an accident can be obtained through witnesses. Either present just prior to an accident or shortly after, a witness can assist in reconstructing exactly what occurred to produce an accident or near-miss. There may be witnesses that did not actually observed the accident but can provide testimony on items such as employee behaviors and attitudes, and employment conditions at the time of the accident. The following points need to be remembered when interviewing witnesses.

A. The interview must be conducted as soon as possible. The details will be forgotten as time goes by.

B. Conduct an interview privately to avoid a natural tendency to collaborate.

C. Do not allow the interview to appear threatening or be interpreted as fault finding.
D. Ask open-ended questions that can not be answered by a simple 
"yes" or "no".

E. Questions that answer WHO, WHAT, WHEN, WHERE, HOW and WHY 
should be addressed.

F. Keep the interview to the point and do not allow guessing to replace 
details.

G. Do not attempt to complete an answer or put words into a witness's 
mouth.

H. Some witnesses or victims may not wish to discuss the accident if 
they were in any way traumatized by the event. This situation may 
need to be handled in a delicate manner.

4. DETERMINING THE ROOT CAUSE

Identifying the root cause of an accident is one of the central ideas behind 
accident investigation. Determining the contributing factors of the 
accident is what identifying the root cause (or causes) is all about. Before looking for 
the root cause, it is important to understand the difference between a symptom 
and a root cause.

A symptom is a contributing factor to an accident, whereas, a root cause 
is the likely cause of the accident itself. For example, if a hammer falls 
from a scaffold and strikes a worker on the head, the symptom of that 
accident is the falling hammer. Through proper investigation, you may 
find that the root cause was that the scaffold did not have a toeboard, 
which allowed the hammer to fall over the edge of the scaffold when a 
worker accidentally kicked it with his foot.

In this example, by simply addressing the symptom of the accident and 
telling the worker to be more careful in the future, it is likely that a 
repeat of the accident will occur. On the other hand, by 
ensuring that a toeboard is installed on the scaffold, it is less likely that a hammer (or any of the material) will accidentally 
drop on an unsuspecting worker.
Accident investigation tends to focus on the immediate actions and conditions of the incident. While it is important to evaluate immediate actions and conditions, doing so may lead to an emphasis on the individuals involved, which then tends to focus blame. The overall tone of any accident investigation should be that health and safety matters to this organization.

Once all of the possible causes have been identified, each one should be examined to determine the root cause. The examination process is actually a series of questions. Identifying the root cause of an accident usually centers around the questions “why” or “why not.”

After discovering the root cause or causes of the accident the information should be used to develop corrective and preventive actions that will safeguard against similar accidents in the future.

5. RECOMMENDING CORRECTIVE ACTIONS

There are several steps that you can take to reduce or eliminate the root cause of the accident. Depending on the situation and the type of root cause you are dealing with, there may be several potential options for reducing or eliminating these factors. Because a root cause can vary from a mechanical problem with a machine to a personal problem with an employee, a broad range of solutions must be explored. Some examples include:

- Seeking input from employees about how to create a safer working atmosphere.
- Conducting hazard assessment classes.
- Establishing procedures to correct or control all current and potential hazards in a timely manner.
- Establishing safety committees.
- Providing for facility and equipment maintenance so that equipment malfunctions and breakdowns are reduced.
- Conducting frequent job refresher training classes.
Reporting the recommendations for preventing repeat accidents is just as important as finding the cause of the accident. The investigative process is essentially wasted if no recommendations are made and acted upon to prevent the recurrence of the same or similar accident event.

In order to help prevent future accidents, the results of the investigation must be reviewed with appropriate operating, maintenance, and other personnel whose work assignments are within the facility where the accident occurred. To ensure follow-up and closure of recommendations from an accident investigation, it is important to develop and implement a system to address the recommendations and to document actions taken to initiate recommendations.

**SUMMARY**

A fundamental aspect of productive accident investigation is prevention. As a minimum, a company should attempt in every possible way to deter accidents from occurring. For accidents that are not prevented, one strives to reduce the severity of it. Accidents will always occur simply because we are human. It is critical that all accidents, injuries, and near-misses be completely investigated by means such as presented in the above material - not to find fault, but to find facts. There is no doubt that the advantages of low accident rates greatly influence a company financially and productively, to address a few ways. Investigations are a key part of safety programs which are designed after all, to protect the employee.
1. The purpose of an investigation is to find the cause of an accident while not placing the blame, and to prevent future occurrences. An unbiased approach is necessary to obtain objective findings.

2. Visit the accident scene as soon as possible (when it is safe to do so) while the facts are fresh and before witnesses forget important details.

3. If possible, interview the injured worker at the scene of the accident and "walk" him or her through a re-enactment.

4. All interviews should be conducted as privately as possible. Interview witnesses one at a time. Talk with anyone who has knowledge of the accident even if they did not actually witness it.

5. Consider taking signed statements in cases where facts are unclear or there is an element of controversy.

6. Document details graphically. Use sketches, diagrams and photos as needed, and take measurements when appropriate.

7. 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.

8. Every investigation should include an action plan. How will you prevent such accidents in the future?

9. If a third party or defective product contributed to the accident, save any evidence. It could be critical to the recovery of claims costs.

10. The US Department of Labor's OSHA has issued a final rule requiring employers to orally report any occupational fatality or catastrophe involving in-patient hospitalization of three or more workers within eight hours. The South Carolina number to call to report such an injury is (803) 734-9607. If the employer does not learn of a reportable incident at the time of its occurrence, the eight-hour reporting time begins as soon as any agent or employee of the employer is informed.
EMPLOYEE SAFETY IS BASED ON:

- KNOWLEDGE
- AWARENESS
- JUDGEMENT
SAFETY AND HEALTH TRAINING

Training is essential to the overall success of the safety program. The benefits of offering safety training are:

1. Increased knowledge and awareness.
2. Fewer work related injuries.
3. Reduced employee stress.

Start your training by working to build good attitudes so that all of your management team is convinced of the value of workplace safety. Training should start with supervisors. Show them that they are the key figures in the implementation and overall success of the program.

Supervisor training should be in the following areas:

1. The need to establish and maintain safe and healthful working conditions.
2. The hazards associated with each job.
3. Rules, procedures and work practices for controlling exposure to the possible job hazards.
4. How to relate information by example and instruction to employees to ensure that they understand and follow safe procedures.
5. How to investigate accidents and near misses.

Instruction should be given to each employee concerning that employee’s job assignment and the identified hazards unique to that assignment.
Minimum training should include:

1. Train employees initially when the safety program is first established.

2. Train new employees thoroughly in safety practices prior to beginning work.

3. Train new employees in proper job instruction on safe work procedures. This should include:
   - Explaining the proper way to perform the job.
   - Describing the hazards of the operation.
   - Ways to protect against the hazard.

4. Train new employees on the proper use, care and maintenance of personal protective equipment.

5. Train when unrecognized hazards, substances, processes, procedures or equipment are introduced to the workplace.

6. Schedule and implement follow-up training to ensure that your employees follow established safety practices.

7. Train employees on the steps to take in case of an accident or emergency.

Employees would also benefit from regularly scheduled safety meetings, or the coverage of safety issues during other regularly scheduled meetings, such as weekly or monthly staff meetings. Covering safety issues in this periodic manner helps to keep safety at the forefront of the employee’s mind, and reinforces the safety culture you are trying to develop. Safety is a topic to be woven into all of the information the company imparts to the employee.
NEW HIRE ORIENTATION AND TRAINING

Statistics show that employees who have been with an organization for less than one year experience about 42% of all the injuries that occur at that organization. Therefore, new employees represent a special case for orientation and safety training.

Even though new employees may be quite skilled and experienced in their trade or profession, they still must learn the specifics of your organization.

Orientation Session

Minimum Topics Should Include:
- Safety and health philosophy
- Safety and health conditions of employment
- Safety and health rules and responsibilities
- Safety organization and enforcement
- Reporting injuries, accidents and hazards
- Location of emergency exits, extinguishers, etc.
- Required Personal Protective Equipment
- Other job hazards

The above topics should be included in your initial new employee orientation session. These subjects require the understanding and backing of top management and should be presented to every new employee. The initial orientation session is an ideal time for top management to demonstrate its sincerity about safety and health. A few words from top management add viability and credibility to the program.

During the orientation session employees should be given copies of all organization policies, applicable safety rules, procedures for reporting accidents and injuries, and emergency procedures. It is important that you document your orientation program and provide adequate time for employees to ask questions and gain an understanding of your organization's commitment to safety and health.
NEW EMPLOYEE ORIENTATION CHECKLIST

EMPLOYEE ___________________ DEPARTMENT ___________________

DATE HIRED ___________________ SUPERVISOR ___________________

DATE REVIEWED ___________________

1. Company safety policy statement and copy of rules provided and explained. ______
2. Discussed conditions of employment relative to safety and health rules. ______
3. Explained employee’s safety and health responsibilities. ______
4. Discussed and explained accident/incident reporting guidelines. ______
5. Discussed and explained emergency procedures and equipment. ______
6. Discussed general personal protective equipment requirements. ______
7. Reviewed general job hazards. ______
8. Reviewed safe lifting techniques. ______
9. Reviewed housekeeping procedures. ______
10. Reviewed hazard communication program. ______
11. Reviewed disciplinary program. ______
12. Reviewed safety incentive program. ______
13. Other: ____________________________________________ ______

I acknowledge that information on the above subjects was furnished to me during my orientation.

_________________________________________ Date
Employee’s Signature

I have instructed the above employee in the subjects listed above during orientation.

_________________________________________ Date
Instructor’s Signature
ESSENTIAL STEPS OF A TRAINING PROGRAM

Utilizing the following process allows you to maximize your training time and budget by focusing on necessary information and avoiding nonessential items.

Analyze Job Hazards.

A step-by-step analysis of the job should be conducted to determine the hazards involved and the safety measures that should be taken to minimize or eliminate the hazard. This analysis can be conducted by using the JHA or Job Hazard Analysis process, talking to veterans or experts on the job or consulting reference materials or government regulations.

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<thead>
<tr>
<th>Job Function:</th>
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<tbody>
<tr>
<td>JOB HAZARD ANALYSIS</td>
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<td>1. Mix Pesticides.</td>
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<td>2. Etc...</td>
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Design Training Session Plan

Once you have determined what hazards are present and what safety procedures must be used to minimize or eliminate those hazards in a particular job, you are ready to design your training session.
The training plan can be broken into a series of steps designed to standardize your training program and make efficient use of your preparation time.

1. List performance objectives

   Performance objectives are the foundation of every training session. They describe what you expect your employees to be able to do upon completion of the training session. To develop these objectives look at the last column on the hazard analysis and describe the employee performance that would demonstrate an understanding of the correct way to perform the job.

2. Organize information and resources

   Organize the information you wish to present to the employees in order to accomplish the objectives. When considering whether or not to include a certain piece of information simply ask yourself, "Is this directly related to the performance objectives?" If the answer is no, then do not include the information.

3. Designing learning activities

   Now you must decide the best way to get the information across to the employees. To some people, training is simply a matter of telling - getting up and describing procedures, relating facts, or explaining concepts in a lecture. Lecturing is one way of communicating information, however in teaching job safety you should utilize methods which allow participation by employees.

The five different methods used for training:
- presentation
- demonstration
- problem solving
- group discussion
- practice
It is important to remember that:
• You are training adults who have been out of school for years and are not used to sitting and listening for long periods without talking.
• Adults have a wealth of experience that they can share to help the training relate.
• Safety training is concerned with changing attitudes and developing skills.
• Adults learn best by hearing, seeing and doing.

Develop/Assemble Training Materials

A variety of training materials can be used to enhance the effectiveness of your training. Videos can be used to help show real demonstrations. Overheads can be used to point out the major points of your training. What ever materials you use make sure that they involve all employees either by seeing, hearing or doing.

Conduct Training

Training for most adults is best if held at the beginning of a shift. The employees are more alert and have not mentally involved themselves in their current work situations.

Adults, just like anyone else, need periodic breaks. It is best if the employees do not sit for more than 1 - 1 ½ hours at a time without a break.

Make sure that you end your training when you stated it would end. If you go past your scheduled time you no longer have your employee’s attention.

Evaluate Training Program Effectiveness

To make sure that your training program objectives are being met, assessment is necessary. Your plan for evaluating the training session should be developed while you are developing the training objectives and session content. Evaluation methods can be testing attending employees, asking
supervisors for feedback on employee improvement and by workplace observations. Following are some questions to ask as you evaluate your training program.

### Improving Your Training Program

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
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<tr>
<td>1. If a job analysis was conducted, was it accurate?</td>
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<td>2. Was any critical feature of the job overlooked?</td>
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<td>3. Were the important gaps of knowledge and skills filled?</td>
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<td>4. Were the instructional objectives presented clearly and concretely?</td>
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<td>5. Did the objectives state the level of acceptable performance that was expected of employees?</td>
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<td>6. Did the learning activity simulate the actual job?</td>
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<td>7. Was the learning activity appropriate for the knowledge and skills required on the job?</td>
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<td>8. When the training was presented, was the organization of the material and its meaning made clear?</td>
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<td>9. Were the employees motivated to learn?</td>
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<td>10. Were the employees encouraged and allowed to participate actively in the training process?</td>
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<td>11. Was the evaluation of the training program thorough?</td>
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<td>12. Did the training session end as projected?</td>
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### Document Training and Maintain Records

OSHA requires that training records be kept on employees. Some OSHA standards require annual training and some require training when job procedures change. Documented records should be kept in each employee's personnel file as well as a training roster for each course taught. Enclosed is a sample course roster and an employee training record.
# Employee Training Record

<table>
<thead>
<tr>
<th>Topic</th>
<th>Date Trained</th>
<th>Employee Signature</th>
<th>Instructor</th>
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I certify that I have attended the training sessions listed and initialed above by me, and I understand that it is a condition of employment to abide by any safety rule or procedure that is covered during the training sessions. I understand that my supervisor is the primary contact person for any work related safety or health question or concern that I have.

__________________________  __________________
Employee Signature        Date
# Training in Hazard Communication

Provided by State Accident Fund

**DATE:**

**LOCATION:**

**TRAINER:**

**TITLE:**

<table>
<thead>
<tr>
<th>NAME</th>
<th>SOCIAL SECURITY NUMBER</th>
<th>JOB TITLE</th>
<th>EMPLOYEE SIGNATURE</th>
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OSHA REQUIRED TRAINING

The Occupational Safety and Health Administration (OSHA) requires mandatory training in certain areas. It is the employer's responsibility to assure that employees are trained and the training documented. Following is a list of some of the areas for which mandatory training is required. The OSHA standard number is also listed. (Note: additional training may be required in other standards as well as some areas that may not be listed below.)

Medical Services and First Aid, 1910.151
Portable Fire Extinguishers, 1910.157
Hazard Communication, 1910.1200
Bloodborne Pathogens, 1910.1030
Lockout/Tagout, 1910.147
Confined Spaces, 1910.146
Flammable and Combustible Liquids, 1910.106
Respiratory Protection, 1910.134
Powered Industrial Trucks (Forklifts), 1910.178
Woodworking Machinery Requirements, 1910.213
Welding, Cutting, and Brazing, 1910.252
Manlifts, 1910.68
Ventilation, 1910.94
Occupational Noise Exposure, 1910.95
Ionizing Radiation, 1910.96
Hydrogen, 1910.103
Explosives and Blasting Agents 1910.109

Storage and Handling of Anhydrous Ammonia, 1910.111

Hazardous Waste Operations and Emergency Response Interim Rule (HAZWOPER), 1910.120

Temporary Labor Camps, 1910.142

Specifications for Accident Prevention Signs and Tags, 1910.145

Fire Brigades, 1910.156

Fixed Extinguishing Systems, 1910.160

Fire Detection Systems, 1910.164

Safety Relief Devices for Cargo and Portable Tanks Storing Compressed Gases, 1910.168

Servicing of Single-Piece and Multi-piece Rim Wheels, 1910.77

Overhead and Gantry Cranes, 1910.179

Derricks, 1910.181

Mechanical Power Presses, 1910.217

Forging Machines, 1910.218

Laundry Machinery and Operations, 1910.264

Asbestos, 1910.1001

Cotton Dust, 1910.1043
The primary goal of loss control is to prevent accidents but a system also must be in place to manage those that do occur. This begins with through accident investigations followed by monitoring the injured worker’s status until he/she returns to work.

“Out of sight, out of mind” leads to “out of pocket” costs for employers. The longer a worker is off the job, the less likely it is that he/she will ever return to productive work. As the number of time-loss days increases, the worker’s morale tends to do down - and the employer’s workers’ compensation insurance premiums go up.

To effectively manage injuries as they occur, certain steps should be taken. These include:

2. Select a medical provider to handle All work related injuries.
3. Stay involved with your employee and His/Her medical treatment.
4. Develop and implement a Return to Work Program.
Send in the First Report of Injury

The First Report of Injury (ACORD, 12A) is a critical document. The information on it is used to determine benefits. Always fill in the form promptly and carefully and send it to us immediately. Filing timely is one of the most critical components of a workers' compensation claim. Failing to file an injury report to your insurance carrier is costly.

It effects the outcome of the claim in the following ways:

- There is proven increase of litigation.
- The South Carolina Workers' Compensation Commission can levy a fine for failure to submit the ACORD form within 10 days after the occurrence or the knowledge of an accident requiring medical or surgical attention or causing the employee to be absent from work. The employer must immediately file with the State Accident Fund an ACORD whether the employer admits or contests liability.
- There is a loss of Medical Management.
- It impairs Investigations.

Individual files should be set up for each claim with one person monitoring all claims activity and tracking all communication with the adjuster. Attached is a sample form, "Workers' Compensation Injury Claim Record." This form will aid in obtaining important claims information.

Your adjuster's name and number is: ____________________________
Select a Medical Provider

Selecting a medical provider is your right under the Workers’ Compensation Act. It’s the most basic cost containment measure you have. The key reasons for designating a provider are medical case management and the assurance that communication channels will be kept open between all parties.

Medical case management simply means one doctor becomes the case manager for your employee’s care. The designated physician sees the patient first, makes a diagnosis, establishes the treatment plan and does the follow-up.

What should you look for when selecting a provider? There are a lot of variables, but basically make sure the doctor:

- Is knowledgeable in worker’s compensation and understands the use of the fee schedule for medical bills.
- Has performed disability ratings and is comfortable in determining when a claimant has reached maximum medical improvement.
- Will talk with you and State Accident Fund employees on an on-going basis about the medical status of the injured employee.
- Is accessible to you.
- Can assist you in creating modified duty work so the injured workers can return to work as soon as safely possible.
- Has particular specialists he or she refers to and has guidelines for referral so case management is maintained.
- Understands and uses the AMA Guidelines in determining impairment.
Once you’ve selected a provider, notify your employees in writing of your selection. Attached is a sample letter that can be used as a guide. Ensure all employees are notified and copies of their signed letters are kept in their personnel files. This letter is important since it verifies you have told all employees of your selection.

Secondly, inform the State Accident Fund. Provider information in our files will be compared with the treating doctor information you give us on the ACORD form (First Report of Injury - Form 12-A). If a different provider is seen, please include a note with the ACORD form explaining why the designated provider was not used.

Stay Involved With Your Employee

Many have come to believe that employers should visit workers when they are home sick. Employees often complain that although they put in many good years for an organization, when they were lying on their back in the hospital for weeks, no one came to see them. Companies are now sending supervisors out to visit sick and injured workers. They are reporting that they save money.

It is often said that 90% of worker injury costs are due to 10% of the workforce. That 10% tend to be angry, frustrated, depressed, or have low self-esteem. They often have poor performance records, numerous absences, and may be poorly liked. The key here is that prolonged disability relates less to the nature of the injury than to the psycho-social make-up of the injured worker.

The employee should be aware that the employer is concerned about providing the best possible medical care in order to effect the fastest possible recovery with a minimum of permanent physical impairment. All parties are winners - the employee’s income, self-esteem, and role as a productive member of society - are restored and the employer’s workers’
compensation cost are minimized as well as having an experienced employee back on the job.

By keeping in touch with the injured employee, the family and the medical provider:

- You let them know you are concerned.

- You can be kept updated on what is happening to the employee:
  - How bad is the injury?
  - How the employee is feeling?
  - What kind of medical treatment is being prescribed?
  - How long will it be before the employee will be better?
  - How can you help?

- By keeping in touch with the medical provider, you will be able to confirm what the employee is telling you and can work toward getting the employee back to work.

Even with all of this, it is estimated that 3 - 5% of the injured workers never wish to work, or for who the concept of being disabled is more than appealing than the concept of working. It is this small percentage that is the most frustrating and most costly. To impact favorable on this small segment of the working population requires the use of knowledgeable and unbiased independent medical evaluators and astute legal professionals.
WORKERS' COMPENSATION INJURY CLAIM RECORD

WORKER __________________________ CLAIM # __________________________

SUPERVISOR ________________________ ADJUSTER ________________________

INJURY __________________________ PHONE __________________________

DATE

_______ Injury

_______ Learned of injury, if different from injury date.

_______ Worker sent or taken to Doctor or Hospital:

Name: ______________________________

_______ Reviewed circumstances with Supervisor, co-workers.

_______ Sent "First Report of Injury" (12A, ACORD) to State

Accident Fund: within 24 hours if possible.

_______ If death occurred, notified OSHA within 8 hours at

(803) 734-9607.

_______ Return to Work

( ) Full time ( ) Part Time

( ) Doctor's release ( ) Copy of State Accident Fund

letter to worker.

_______ Request for Job Description.

_______ Copy of Denial Letter, if claim was denied.

_______ Copy of Worker's Compensation Commission Award

or Order. (If one is sent.)

Copies of correspondence may be attached to back of this form.
To: All Employees
From: Employer
Date:
Subject: Designated Medical Provider for Work Related Injuries and Illnesses

Effective immediately, all employees must obtain treatment for work related injuries or illnesses from ------------------------------------- located at --------------------------------------------------------------- The phone number is ------------------------------------------------------

In the event of life or limb-threatening emergencies treatment should be sought at the nearest emergency facility. Follow-up care must be provided by the medical provider designated above.

All employees shall sign below, acknowledging this agency policy.

I have read and am fully aware of this agency policy, regarding medical treatment for work related injuries and illnesses.

______________________________
Signature of Employee

______________________________
Date

Note: This should be printed on the agency letterhead and given to all current employees all new employees during their employee orientation. Keep a copy of the signed form in your personnel files. If you have specific company policies, such as informing supervisors and obtaining treatment release forms, include these in this letter. This program should be reviewed with employees at least annually. Employers also may want to include another letter which employees sign releasing medical records.
RETURN TO WORK PROGRAM

You don’t get injured workers well to put them back to work, you put them back to work to get them well.

Richard K. Pimental

Although preventing injuries is the best way to control worker’s compensation cost, employers need a way to manage injuries if they do occur. Effective Return To Work programs have been identified as one of the key elements necessary to contain and reduce the cost of workers’ compensation.

WHAT IS A RETURN TO WORK PROGRAM?

Basically it is a program designed to facilitate the earliest possible return of injured workers to the work place, for the purpose of performing meaningful, productive work within the realm of their physical capabilities. These programs do not ask employees who are ill or in pain to return to work before it is advisable for them to do so, but they identify tasks that serve the company and can be carried out on a temporary basis until the employee is fully recovered. Also referred to as a Light Duty or Modified Program, the plan reduces the number of lost time days which in turn reduces premium costs.

WHAT ARE THE BENEFITS OF ESTABLISHING A PROGRAM?

Developing a return to work program creates a win-win situation. The employer wins by retaining the use of valuable trained employees while minimizing the cost. The employee wins by returning to his/her place of work therefore avoiding the negative effects of long term absence.
The benefits to the employer are:
- Reduces the number of fraudulent claims.
- Promotes better morale among employees.
- Maintains production for wages paid (when an employee is out drawing lost time benefits there isn’t any production derived.)

The benefits to the employee are:
- Increases self esteem, thereby decreasing the feeling of guilt for having been injured.
- Contributes to faster recovery by keeping the injured employee from becoming physically deconditioned to his/her regular work schedule.
- Maintains social contact with fellow employees, which encourages faster return to the job and again enhances recovery.
- Reduces the negative financial impact that many injured workers experience due to lost time.

WHAT STEPS ARE INVOLVED IN A RETURN TO WORK PROGRAM?

1. Establish a written policy and program procedures.
2. Organize a Return To Work team.
3. Communicate the program with employees.
4. Study of injury/illness history.
5. Establish job analyses on all regular positions.
6. Develop alternative productive work assignments.

1. Establish a Written Policy and Program Procedures

A written policy statement should 1) confirm your commitment to the return to work process, 2) explain your company’s return to work philosophy and, 3) stress the importance of safe operations, immediate medical care and returning injured employees to work. (See sample policy statement.)

Written procedures should explain the steps that all involved will take from the time an employee is injured until after the employee returns to work. Responsibilities of the injured employee, supervisor and others involved
should be explained in writing. The support and participation of management and all employees are essential for the success of the program. Involve employees in the development of the program and seek their support in making it work.

Sample Procedures for the Return to Work Process

Follow these procedures when an employee is injured on the job.

A. An employee who is injured must immediately report the injury or incident to a supervisor or an appropriate person in management.

B. The supervisor or return to work coordinator is responsible for:
   • following Fund requirements for reporting injuries and illnesses;
   • completing an incident investigation record for every report of injury, whether or not medical attention is needed; and
   • making a report to OSHA (when required for serious incidents) and keeping an OSHA log.

C. If medical attention is needed, the injured employee’s supervisor should go with the employee to the doctor or other medical provider.

   Whenever possible, the employee or supervisor should provide the treating doctor with the injured employee’s job description, essential job elements, and an introductory letter explaining the return to work process.

D. If the employee is restricted from work, a contact person (the supervisor or return to work coordinator) should communicate regularly with the employee and treating doctor.

   The contact person should talk with the employee on the day of injury and once a week until the employee returns to work. The contact person should check with the treating doctor whenever the employee has a follow-up visit.
E. When the treating doctor releases the employee to alternative productive work, the supervisor should attempt to develop an alternative assignment. Every assignment must meet the doctor's restrictions.

F. The supervisor must keep a copy of the doctor's work release.

G. The supervisor must follow up with the employee on a regular basis after the employee returns to work.

2. Organize A Return To Work Team

As in most processes the success of the program comes from team work. It is important to establish an RTW team to effectively run the program. The team should be a multidisciplinary group of people from inside and outside the organization. Some of the key players on the team and their roles are:

Coordinator
This person might be the HR representative, or company claims representative. The coordinator should maintain contact with the health care provider, State Accident Fund adjuster, the employee and the employee's supervisor. They develop and maintain record keeping and reporting systems for incidents and injuries. It is important that this person gain a thorough knowledge of the worker's compensation laws.

Health Care Provider
This person should be familiar with all operations at your facility to ensure that injured employees physical limitations are put in terms of their job functions. This person will assess the condition of the injured employee, provide appropriate medical treatment, provide the employee with physical restrictions to follow when doing job functions, and provide information about the employee's work capabilities to the employer and return to work coordinator.

Fund Representative
This person will coordinate operations in the insurance company to provide compensation benefits to the injured employee.
Supervisor
This person will train the employees on proper reporting of incidents and injuries and the return to work procedures. They will go with the employee to the doctor, and explain to the doctor the company’s return to work process. The supervisor will help create alternative work assignments that are meaningful. They will stay in contact with the injured employee to express concern for the employee’s health and recovery. They will make sure the injured employee is following the doctor’s restrictions and check their condition regularly to help get the employee back to his or her original job.

Employee
The employee will make sure they understand the company procedure for reporting injuries. If the employee is injured they should tell the doctor the company has a return to work plan. The employee must maintain contact with the employer on a regular basis to inform them of their condition. The employee should notify their supervisor when the doctor has released them to return to work before returning to the job. The employee is responsible for following the doctor’s orders concerning their medical restrictions.

3. Communicate The Program With Employees

Effective claim cost management begins with the employer/employee relationship, a process which begins long before an injury. The image of the employer as an advocate of the employee should be established before an injury occurs.

Both the employee and the employer should have an understanding of the basic concepts of workers’ compensation law. The essential elements should be understood and accepted to prevent any misconception and misunderstanding.

It is imperative that the employer know the obligations that have been assumed under the law and that the employer has made the necessary arrangements to fulfill those obligations long before there is an injury. The employer should make the employee aware that arrangements have been made for quality medical care and prompt periodic income continuance in the event of an injury. The employee should never have to wonder about the benefits he/she is entitled to by law. The employee should never have to seek
the advice of friends, relatives, fellow employees, or attorneys to find out what the benefits are, how long benefits will be paid, that medical care will be provided at no cost, and in general how the compensation system works.

The employee should be aware that the employer is concerned about providing the best possible medical care in order to effect the fastest possible recovery with a minimum of permanent physical impairment. All parties are winners - the employee's income, self-esteem, and role as a productive member of society - are restored and the employer's workers' compensation cost are minimized as well as having an experienced employee back on the job.

One way to gain employee commitment to the program is to involve them in the process. No one knows the specifics of each job as well as the employee doing the job. Conduct meetings with supervisors and employees to brainstorm for suggestions for alternate job duties. Encourage everyone to come up with as many suggestions as possible even if initially they may think them unrealistic. The idea should be to give as many options as possible to work with. Once all ideas have been exhausted, look at each suggestion individually to determine what will work, why and how. Encouraging employees to participate in the development process will assure their buying into the whole process.

Once the procedures are developed the employees need to be trained on the process. Some of the items to include in the training are:

A. Benefits of the program for both employee and employer.
B. Effective dates of the program.
C. Copies of the Return to Work Policy.
D. Areas of responsibility for each employee.
E. Medical provider choice.
F. Workers' Compensation process.

Some effective means of communication are:

- Posting the Return to Work Policy statement along with the company Safety Policy statement.
- Discuss the program in safety and staff meetings.
- Include the program in new employee orientations.
- Informal discussions with employees.
Communication doesn't end with the development process. Communication along with genuine concern for the employee must take place after the injury. According to Intracorp's 1997 injured worker study report - "Communication, Caring and Concern," employer intervention influences injured worker attitudes. The study showed that while the number of prevention and return to work programs had increased since their 1994 study, there was a reduction in employer direct contact with the injured employee. The study showed that the longer the injured employee was away from work, the less likely they were to be contacted by a company representative. For those employers who escorted the employee to treatment and maintained proactive contact during the recovery period, the employees had higher satisfaction levels resulting in the employee returning to work sooner. Simple human touches such as visiting injured workers, sending a card or keeping in touch by telephone has a significant impact on injured employees.

4. Study of Injury/Illness History

Study past on the job injuries and illnesses of your company and note if there are any particular type of injuries that occurred with greater frequency than others. Also note any particular job or job functions that contribute to a majority of your work related injuries. Identify problem areas that need to be looked at for permanent modification or added safety features.

5. Establish Job/task Analysis On All Regular Positions

Job/task analysis serves two functions. The first function is loss prevention. Analyze your jobs and work stations so you can minimize or eliminate hazards that may cause injuries or illnesses. Identify jobs and tasks that are particularly risky and make their redesign a priority.

The second function of job/task analysis is to identify alternative work assignments. Your job/task analysis will give you the information you need to match jobs to the capabilities of recovering employees.

First, write a job description that identifies the requirements of each position. Your company may already have job descriptions that include
specific skills, education, experience and physical demands necessary for performing the job. Revising these old job descriptions, with input from management and workers, will help you determine if the injured employee is able to return to the regular assignment and will guide placement in other positions, if necessary. (See sample job description guide.)

After you write and revise a job description, evaluate all the elements of the job, including workstation design and job functions. Videotaping or taking a photograph of each task is the best method of analysis because it creates a detailed permanent record for measuring successes. (See sample task assessment form.)

The videotape and a written summary of the task analysis can help the treating physician determine work readiness and work restrictions. A written task analysis will also document your company's job position and work site designs.

The following checklist can be used to identify and document all the activities of the job.

**JOB/TASK ANALYSIS CHECKLIST**

_______  What activities are involved?

_______  What are the physical functions required?

_______  How frequently are they performed?

_______  What is the duration?

_______  What is a typical daily schedule?

_______  What equipment and tools are required?

_______  How are tools Used?

_______  What postures are involved?

_______  What skills are required?
6. Develop Alternative Productive Work Assignments

You can use the completed task analyses to find jobs for returning injured employees. These work activities are called alternative productive work because they allow the injured employee to perform "alternative" work that meets the worker's current capabilities. These work activities are designed to accommodate limitations such as restricted lifting, standing, walking, or sitting. Alternative work activity could be a modified version of the employee's original job, the same job with reduced hours, or a combination of tasks from other positions. Alternative work can be full time or part time, but should be a time limited assignment that ends with the injured worker's full release to the original job duty. Avoid "make-work" or menial tasks to maintain the injured employee's sense of worth and the morale of your entire work unit.

To identify alternative assignments, ask:
- What tasks are not being performed by anyone now?
- What jobs are only being performed occasionally?
- What tasks now being performed, if assigned to someone else, would free other employees to do other tasks?

Your Return To Work team will match injured employees with alternative work activities. Communication is the key for success in assigning injured employees to these work activities. Be sure your entire workforce understands the alternative work approach. Make certain the returning employee's co-workers understand the circumstances and purpose of the injured employee's new assignment, and emphasize that all recovering employees will be given the same considerations. Injured employees need encouragement while they are recovering, so emphasize their abilities rather than their disabilities.
THE AMERICANS WITH DISABILITIES ACT (ADA) IMPACTS THE RETURN TO WORK PROCESS.

Employers need to understand the ADA so their Return To Work process will succeed. This can also protect your company from potential legal action.

Whether or not a worker injured on the job is protected by the ADA depends on whether or not the definition of an individual with a disability, as outlined by the act, is met. If one criteria of the three-part definition are met, then the injured worker may be covered by the Act. See your legal counsel to answer questions about ADA guidelines.
Sample Return To Work Policy Statement

(Company's name) is committed to providing a safe and healthy workplace for our employees. Preventing injuries and illnesses is our primary objective.

If an employee is injured, we will use our return to work process to provide assistance. We will get immediate, appropriate medical attention for employees who are injured on the job and will attempt to create opportunities for them to return to safe, productive work as soon as medically possible.

Our ultimate goal is to return injured employees to their original jobs. If an injured employee is unable to perform all the tasks of the original job, we will make every effort to provide alternative productive work that meets the injured employee’s capabilities.
Employee Involvement in Workers’ Compensation

International Paper’s Workers’ Compensation Area Teams

By Mary Ann Humphrey

As most employers and employees are very much aware, there are often two quite different perspectives of workers’ compensation. Employees may claim that they are treated with a lack of concern and respect when they are injured on the job, and they may believe that the company cares only about reducing the amount of money spent on claims. Managers may perceive that employees exaggerate injuries in order to be off work and use the system for personal financial gain or to avoid disciplinary problems.

“For managers, one of the more difficult concepts of workers’ compensation is that it is a no-fault system,” says Paul A. Stasz, manager of workers’ compensation at International Paper Company (IP) based in Memphis, Tennessee. “With management, the issues are seen as control and cost. With employees, the issues are anger and fear. They may be angry that they were injured and they are afraid they’ve lost something, or afraid it’s going to cost them money.”

International Paper Company was experiencing these opposing attitudes at several of its sites. At a bagpak plant there were a number of problems. The complaints included injuries as minor as lacerations. The disability claims were out of control. The employees didn’t trust the company doctor and were selecting their own physicians.

At the San Jose container plant, management was desperate for assistance because of a number of issues. The workers’ compensation costs had increased significantly in 1995-96, and the employees were using the system to retaliate when they were disciplined or if employee relation problems occurred.

At the Springhill wood products site, similar difficulties were transpiring: an increase in the number of claims, an increase in cost, and an increase in legal representation. Employees perceived that they were treated like “the enemy” after reporting an injury.

Area Teams

When confronted with these problems, IP decided to involve employees in the solution. It created Workers’ Compensation Area Teams. The basic idea was placing the ownership and responsibility for developing and monitoring a consistent program with the employees.

“Particularly in the bigger facilities we recognize the difference between what we all acknowledge intellectually but do not practice uniformly: the employees are an integral part of the workers’ compensation system,” says Stasz. “The workers want to be involved and will take on the challenge and do it very well.” A team of employees from each facility is selected to develop a workers’ compensation program that is understood by all employees and in compliance with state law. A team’s mission is to develop, implement, and maintain a consistent program and to ensure that employees who are injured on the job are provided with the best medical care and resources available to recover and return to work.

One of the keys is maintaining direction, but not control, and extending to associates the freedom to try different solutions, some of which may fail, but all of which will inform future courses of action, Stasz notes. “One of the pleasant surprises about using a team structure is that the way employees utilize the system is not necessarily the way management would have considered,” says Stasz. For instance, one of the Area Teams sends two coworkers to an injured employee’s house to reassure him or her that the company is still interested in their welfare and to provide support. They bring food and flowers, or even baby-sit the kids, if needed.

“They’re practical and supportive in ways that management tends to forget,” Stasz affirms. Although at first the visitors were thought to be spies sent by the company, the approach has proved very effective in the long run.

Creating Teams

The team members are usually volunteers, or they are elected by the employees. There should be a member from each department and for all shifts. The team selects a team leader and an assistant, as well as a secretary. Teams have from eight to 15 members.

The workers’ compensation regional coordinator assisted by meeting with the team members to help them understand the mission and goals for the team. They also arranged for a third-party administrator representative to meet with the team and provide training about the specific state system. Then, they

Practical Point

✓ This company actually turned the management of workers’ compensation over to employee teams and reduced injuries and costs.
scheduled a date and time with the plant for a day-and-a-half training session and sent a letter with an agenda to each selected team member. The regional coordinator can invite team members from other plants where teams have previously been implemented to attend the training sessions.

The regional coordinator continues to work with the team when needed to ensure that they have the support necessary to accomplish their goals. Many times during a meeting, team members will call the regional coordinator to clarify issues that may arise.

**Team Effort Proves Successful**

According to International Paper Company, the team approach has worked very well. One of the more valuable aspects of a workers’ compensation team is that they are very good at providing feedback about how an incident occurred and suggestions for how to avoid another one. For example, a workers’ compensation team at one of the southern plants investigated a scene where several incidents had occurred. Some minor changes were made at the workstation, and what was once a source of regular injury now experiences none. “The best way to make the system work is to ask the people involved — it’s for their health,” Stasz emphasizes.

Overall, at the five plants where the system was initiated, there was a decrease in costs per employee, number of workers’ compensation claims, number of disability claims, number of litigated claims, and the total expected cost. For example, at the bagpak plant, when the team was implemented in 1994 there were 42 claims with a total expected cost of $250,937. By the end of 1995, there was a 39 percent reduction in total expected cost. By the end of 1997, there was an 88 percent reduction in total expected cost and a 62 percent reduction in the number of claims.

Other plants experienced similar results. At the San Jose container plant, the team began in 1996 because of the significant increase in the number of claims and the total expected cost in 1995. There were 41 claims generating $444,810 in costs. By the end of 1997, the number of claims was reduced by 95 percent and total expected cost showed a 99.9 percent reduction.

**Key to the System**

The numbers speak for themselves. When associates have the ability to make their work environment safer, they’ll do a very good job. “It becomes more personal to associates because they recognize that they are the ones getting injured,” Stasz says. Employees also have to trust that management is committed to the process. “The real key to this program is the recognition that all of us provide valuable information and contributions, irrespective of our formal titles,” Stasz concludes.

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**Pharmacy Benefit Article**

Dear Ed: I was disappointed to read the piece of commercialism in the April issue of On Workers’ Compensation titled, “Workers’ Compensation Pharmacy Benefits.” Clearly, this was a self-serving piece meant to generate business by appealing to employers and insurers with cost-saving promises. The article showed little regard for the impact that restricting pharmaceutical options may have on injured workers.

When a worker is injured and receives a prescription, he or she wants to go to the most convenient pharmacy, not one that will require unnecessary travel, time, and effort. When workers suffer back injury with accompanying spasms, the last thing they need is a long trip to a distant pharmacy to obtain their medication. Many workers utilize neighborhood pharmacies that often are not participants in this “wonderful” managed care network.

I have enjoyed the objective and balanced articles that generally appear in your journal. However, Mr. Cowart’s piece unfortunately represented self-promotion with little regard or concern for the victims of workplace injuries and disease. In spite of some popular beliefs, there are some values more important than costs.

Sincerely,

Robby Stern
Special Assistant to the President
Washington State Labor Council, AFL-CIO
# JOB DESCRIPTION GUIDE

To write a job description, list the information requested for each section using the guidelines provided.

<table>
<thead>
<tr>
<th>SECTION</th>
<th>GUIDELINES</th>
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<tbody>
<tr>
<td>Job Title</td>
<td>Provide the title and the location of the job, if appropriate.</td>
</tr>
<tr>
<td>Purpose Of Job</td>
<td>Focus on outcomes of the job rather than process. List required expectations and special requirements. List shift or hours worked, full or part-time.</td>
</tr>
<tr>
<td>Education &amp; Work Experience</td>
<td>Describe required or desired licenses, certifications, number and years' experience, training and other qualifications.</td>
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<tr>
<td>Skill Requirements</td>
<td>Relate all pertinent skill requirements to job functions when possible.</td>
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<tr>
<td>Job Functions</td>
<td>Answer these questions when describing essential and marginal job functions. Does the job exist to perform this function? Would removing this task fundamentally change the job?</td>
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<tr>
<td>Job Duties</td>
<td>Be as specific as possible. State how frequently a task is performed and what equipment, tools, and materials are used.</td>
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<tr>
<td>Physical Demands</td>
<td>Be very specific. Use measurements, frequency, and duration. Describe body position, required exertion, and parts of the body used. Give hours per day spent performing each function.</td>
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<tr>
<td>Environmental Conditions</td>
<td>Describe temperature, hazards and other conditions.</td>
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PHYSICAL DEMANDS TASK ASSESSMENT

Task Title: __________________________ Date: ___________ Analyst: ____________________________

Task Duration (hours/day): _____ With Breaks: Yes/No Overtime (avg. hours/week): ________

Task Description: _________________________________________________________________

______________________________________________________________________________

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1. **Postures:**

   **Stand:** Hours at one time: 0 ½ 1 2 3 4 5 6 7 8 8+ 8+
   Total hours per day: 0 ½ 1 2 3 4 5 6 7 8 8+ 8+

   **Sit:** Hours at one time: 0 ½ 1 2 3 4 5 6 7 8 8+ 8+
   Total hours per day: 0 ½ 1 2 3 4 5 6 7 8 8+ 8+

   **Walk:** Hours at one time: 0 ½ 1 2 3 4 5 6 7 8 8+ 8+
   Total hours per day: 0 ½ 1 2 3 4 5 6 7 8 8+ 8+

   **Drive:** Hours at one time: 0 ½ 1 2 3 4 5 6 7 8 8+ 8+
   Total hours per day: 0 ½ 1 2 3 4 5 6 7 8 8+ 8+

2. **Lifting/Carrying:**

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### 5. Environmental Conditions:

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RETURN TO WORK PROGRAMS ARE CRITICAL

While most aspects of the claims management process are handled by the State Accident Fund as part of your workers' compensation insurance coverage, one critical component remains squarely in your hands as a policyholder - - the establishment of an effective return-to-work program for injured employees.

Simply put, a Return-To-Work program is an organized effort to provide modified job duties, on a temporary basis, to injured employees during their recovery period. These transitional duties may include some of an employee's regular job functions. However, when that is not practical, other duties may be assigned until such time that the injured worker is released to return to full duty.

An effective return-to-work program begins with communication. Research has revealed that employers who communicate regularly with their injured employees ("Hi, how are you doing? We miss you and hope you come back soon. We need your help.") throughout the recovery process realize a significantly higher percentage of success in returning injured employees to the workplace.

Many injured workers believe their jobs are in jeopardy as a result of on-the-job accidents. If you do not call, they assume that you are angry at them. They believe you do not care about their recovery and their speedy return-to-work. You are in the best position to alleviate their fears and speed up their return to the workplace.

Direct communication with your injured employees should take place frequently, at least weekly. Ask how recovery is progressing and discuss a target date for returning to work, even if the date has to be changed later. Express your hope that the pain or hardship of an injury is lessening. Discuss the payment of workers' compensation benefits and ensure employees understand how benefits are paid by the State Accident Fund.

Stay in touch with your employee's doctor and other medical providers. Provide them with detailed information about physical (lifting, standing, sitting, carrying, bending) requirements related to your employee's regular and modified job duties. This will enable them to make informed decisions. Keep your SAF claims adjuster advised of any personnel changes, such as exhaustion of
sick/annual leave, deviations in a modified work program, and/or application for any kind of disability or retirement benefits.

Roll out the “welcome mat” when an injured worker returns to the workplace, especially if he/she is performing “light duty” or part-time work pending full recovery. Remember the goal is to get the employee back to his/her regular job as soon as medically possible. Again, the presence of compassion and confidence by the employer leads to increased morale and will facilitate the return to work process.

Two points to consider: The SC Workers’ Compensation Commission (WCC) considers a claimant’s work status when determining the value of an award for Permanent Partial or Total disability. If an employee is terminated because the employer could (or would) not provide temporary job modifications, a large award may be ordered on a relatively minor claim. To further complicate matters, an employer’s exposure for liability under the Americans With Disabilities Act (ADA) could be increased as a result of adverse actions taken by the employer as part of a workers’ compensation claim.

An effective and proactive return-to-work program can generate a great return on investment for your organization, both in terms of lower workers’ compensation costs and higher morale among your employees. This is yet another aspect of the workers’ compensation system that can be controlled by the employer.

For more information on return-to-work programs, call Janis Howard at (803) 737-8171.

Copied for “Fundamentals”, the quarterly newsletter of the State Accident Fund, Spring, 1998 issue.
Once upon a time, there was a man named Harvey who worked for the Acme Co. He had enjoyed his job as a widget painter for many years, but really wanted to be promoted to a widget inspector.

Unfortunately, fate intervened one day in the form of a ladder that may not have been braced just right when Harvey made his assent. A little slip here, a little twist there, and suddenly Harvey knew the true lesson of gravity; it can hurt, at first only a little bit and then, later, a whole lot.

The Acme Co. had workers' compensation insurance, but no return-to-work program for injured employees.

Harvey was hurting, almost as much from the back injury as from the fact that his better-half was furious when she learned his pay would be cut by one third. To make matters worse, his teenage son kept coming up with excuses for not being able to help with a few things around the house.

Anyway, since his accident, Harvey consoled himself by sitting in front of the television, window shopping at the mall, and working in the yard because there was nothing better to do.

Harvey was really perplexed as to why no one at Acme seemed to care about him anymore.

It was like everyone was afraid to even talk to him, like he was no longer seen as a fellow employee. He stayed in contact with his adjuster. He was getting weekly TT checks and plenty of doctor visits. The doctor had even suggested that Harvey go back to work on a “light-duty” or part-time basis for a few weeks until he felt better.

The insurance company relayed this information to Acme, but no dice. “We don’t have a place for him” was their reply. Little did Harvey know that everyone else was working mandatory overtime because he was out of work. In spite of the overtime, widget production was down.

He hadn’t heard from his supervisor in weeks. Heck, he was hurt because of a workplace accident. He didn’t suddenly catch leprosy. And besides, his shoulder and back were now beginning to hurt. One of his friends had been suggesting that he get a lawyer to make sure that he was getting everything he was entitled to under the law.

Up until now, he’d never had any reason to doubt the loyalty and compassion of his employer. Acme always had Christmas parties and gave their retirees gold watches. But things were different now. The longer he
stayed out of work, the more Harvey began to question Acme's motives. He also watched more TV.

Several more days passed with not so much as a get well card from anyone from Acme. Harvey began to seriously wonder if there was ever a chance he'd go back to work, let alone get that inspector's job. He was channel surfing when he saw yet another commercial from someone claiming to provide quick relief to injured workers. Hesitantly, he called the toll-free number...

And now a word from our sponsor. Do you realize that the total cost of Harvey's claim just increased by upwards of 30%. Statistically speaking, attorney involvement on behalf of an injured worker adds a substantial amount to the bottom line, in terms of delays in resolving a case, as well as, additional costs for lawyers to represent the employer and insurance company.

Another dismal statistic: the longer an individual stays out-of-work, regardless of the type of injury, the greater the probability that he will never return-to-work. As if this weren't enough, indirect costs (lost productivity, overtime or temporary labor, training, and administrative expenses) to an employer are seven to ten times greater than the cost of the workers' compensation claim!

The longer a case remains open, the greater the chance that other ailments (depression, stress, physical radiculopathy) besides the initial injury will become the dominant factors in a claim. A relatively minor back claim can escalate to a Total case in a matter of months.

No amount of claims management on the part of an insurance company can match the value of employer involvement in bringing a claim to closure. It is a proven fact that the sooner an injured employee returns to the workplace, the sooner that employee's claim is resolved. A shorter claim life translates into a lower claim cost.

Now, back to our story. Or is this your story?

As a policyholder, do you take an active interest in the wellness of your employees by expressing your concern when someone is hurt on-the-job? Do you treat a workers' compensation claim as nothing more than extra paperwork in your already hectic workday? Have you ever used a workers' compensation claim to aid in the removal of a marginal employee? Are you in regular contact with your injured employees? Do you have a return-to-work program?

Think about it!

By Ray Ambrose
State Accident Fund
Behavior-Based Safety Programs: Ten Reasons Why

By Jim Fograscher
The Ohio BWC Division of Safety & Hygiene
Member Safety and Health Committee

Why should a company implement a behavior-based safety process? This popular safety trend not only can enhance the effectiveness of ergonomics programs, it may have a far more significant impact on occupational loss prevention than ergonomics ever has. If the safety culture of an organization is ready, behavior-based safety is a tool that can transform a company’s safety performance from flat to fantastic. Here are at least ten good reasons to implement behavior-based safety in your company.

1. Safety is About People

The factory of the future will have very few injuries. Not because of the advance of the safety profession, but simply because there will be only two employees: a man and a dog. The man’s job is to feed the dog and the dog’s job is to keep the man from touching the machinery. All kidding aside, until then, there will be people in the workplace who will make poor decisions and mistakes that will result in injuries.

DuPont data suggests that only six percent of all injuries are due to hazardous or unsafe conditions. Conversely, 94 percent of all injuries are a result of unsafe actions, poor decisions and at-risk behaviors on the part of people.

2. Compliance is Not Sufficient

Compliance to OSHA regulations is necessary, but not sufficient for great safety performance. OSHA’s focus is on hazards and unsafe conditions in the workplace. Most of our traditional inspections and audits focus on these areas, rather than the people who created them or who choose not to eliminate them. In OSHA’s early years (1976), 9 of every 100 workers was injured while working. By 1996, after 20 years of regulations, inspections and enforcement, 7 of every 100 workers could still expect to become injured on the job.

If you have ever had small children at home, you know child proofing the house is never enough. We must teach them to obey certain rules for their safety. Since we can’t barricade the street, we teach them to play on the sidewalk. Behavior-based safety is the process by which we teach workers to perform safely. Traditional safety programs simply don’t produce great performance.

3. Consequences Drive Behavior

Traditional safety and health is full of things designed to trigger safe behavior, such as signs, posters, rules, training, slogans, meetings, motivational speeches, etc. Behavioral science teaches us that these have far less impact on our behavior than what happens just after our behavior. For example, the policy is that everyone must wear eye protection in the plant. The team has even talked about it at a recent safety meeting. These are the antecedents intended to trigger the desired behavior (wearing eye protection). However, the consequences of not wearing glasses for the worker are that they are hot, uncomfortable, hard to see through, hard to keep track of and make him look silly. Since all the immediate consequences are negative, it is easy to understand why he wouldn’t wear them. Even though he could get something in his eye, he rationalized that it hasn’t happened yet so it probably won’t. Finally, nobody else wears them and nobody ever says anything to him when he doesn’t.

All the consequences for NOT wearing the glasses are positive. Behavior-based safety teaches leaders how to manage the consequences in order to get the desired behaviors.

4. Can Be Motivating

Safety management expert Dan Petersen reports that one of the six key elements of an effective safety program is to provide positive approaches. Traditional safety has a reputation of being negative, punitive and fault finding. Behavior-based safety gives leaders the opportunity to catch people doing things right and positively reward them for it. Positive reinforcement is one of the two most powerful motivators of mankind. Punishing people for not living up to certain standards will compel them to only do just enough.
to get by. However, positive reinforcement can propel people beyond minimum standards to great performance.

5. Performance Feedback

Why don’t workers do what they’re supposed to do? Research indicates they don’t know what they’re supposed to do and they think they are doing it. Both of these reasons could be overcome with some simple and deliberate performance feedback from the supervisor. Behavior-based safety is a systematic approach to not only identify at-risk behaviors, but to give coaching and feedback about work performance relative to safe and at-risk behaviors. It also provides the missing accountability to everyone in the organization when safety policies are ignored and not enforced. Effective coaching includes both correction for doing the wrong things and positive reinforcement for doing things right.

6. Truly Proactive

Managing safety by the incident rate is like coaching a game by watching the scoreboard rather than the activity on the field. Behavior-based safety can help establish trends and identify deficient systems before the incident rate gets tallied. Process measures such as number of observations performed, percent safe, progress on corrective action plans, etc., provides valuable data on injury potential. Ideally, safety teams would plan discussions, training, resources and projects on this type of data rather than just injury data.

7. Broad Awareness

If supervisors are making daily safety observations, more people are influenced by these safety contacts than the safety meeting could ever achieve. People are expected to think through risk and exposure rather than mechanically learn seemingly irrelevant rules and sit through training. The behavior-based process is more subtle, impactful and sustainable than a big flashy safety campaign.

8. Deep Involvement

According to supervisor Dan Petersen, participation is a key element in an effective safety program. By doing safety observations, supervisors can be actively involved in leading safety and setting an example to their workers each and every day, not just at the monthly safety meeting. When supervisors are observing and coaching, safety becomes a line management responsibility. They can no longer abdicate safety to the safety manager who has no real power to influence people. Workers get involved in assessing risks when they are observed and also get to suggest and implement systems changes. Ideally, the process evolves to the point where everyone is making observations and coaching and solving problems, not just the supervisors. Plus, managing the behavior-based safety data and action plans can be a fresh new charter for tired old safety committees (which are generally impotent anyway).

9. Proven Effective

In 1993, Dr. Stephen Guastello published an article systematically summarizing the evaluation data from 53 different research reports of safety programs. Of 10 different approaches used to improve safety, behavior-based safety and ergonomics were ranked 1 and 2 in terms of effectiveness. Engineering change came in third. There has been a great deal of published evidence by Dr. Thomas Krause and others that indicates as safety observations go up, injuries go down. If we ask the right questions, behavior-based safety can serve as on-the-spot near-miss investigation and root cause analysis. Remember, the power is that we’re doing this before an accident occurs.

10. Transcends Workplace Safety

Supervisors soon discover that coaching skills are useful for coaching production and quality performance issues as well. Soon after implementation everyone is conditioned to ask, “What would happen if...?” They even begin to ask the same questions at home. The coaching techniques work well for all behavior issues including the kids at home (perhaps with the exception of teenagers).

Summary

Under the right cultural conditions, behavior-based safety can serve as a catalyst for organizational change and launch companies to great levels of safety performance. On the other hand, if trust is low, if employee involvement is poor, if teamwork is lip service or if commitment from leadership is lacking, it will be just another program of the month. Ultimately, a well-designed and properly implemented behavior-based safety process fits “hand in glove” with a Total Quality Management approach and will benefit all aspects of the business, not just safety.

Book on Behavior-Based Safety

Behavioral Science Technologies

Thomas Krause
1-800-848-6781
Web site: BSET zedth.com

E. Scott Geller - author of another book.

Coastal Video has videos on BSP
1-800-711-7703
of National Safety Week. Contact the ASSE at 1800 East Oakton St., Des Plaines, IL 60018.

▼ Chemical Transportation Emergency Center (CHEMTREC)

Intended for emergency situations only, CHEMTREC operates an emergency line 24 hours a day to provide information about handling hazardous chemicals involved in transportation accidents. Immediate emergency response procedures will be provided for spills, leaks, exposures and fires.

However, this line is for use by emergency personnel, such as fire and police crews, and should be used as such. The number is (800) 424-9300.

▼ Clement Communications, Inc.

CCI is a one-stop shop for a multitude of safety-related publications, including posters, banners, booklets and videos. For more information, call (800) 345-8101.

▼ Consumer Product Safety Commission (CPSC)

Numerous free pamphlets and reports are available through the CPSC, which is concerned with fire and burn hazards, injury statistics, electrical hazards, safety packaging, chemical hazards and general product safety. For information, contact the CPSC at 1111 18th St. N.W., Washington, D.C. 20207. Phone: (800) 638-2772.

▼ Department of Transportation (DOT)

The U.S. DOT is a virtual clearinghouse for information on various safety-related topics that may be of concern to you. These include the following: Aviation safety, hazardous materials transportation, highway

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**WHERE TO GO ON THE INTERNET FOR ANSWERS TO YOUR SAFETY QUESTIONS**

While there are countless people to call, places to write to, and published material to order, there is also a slew of information available through the Internet. What follows is a general listing of some of the more popular safety and health-related sites on the World Wide Web.

<table>
<thead>
<tr>
<th>AGRICULTURE</th>
<th>Disaster Resource Guide</th>
<th><a href="http://www.disaster-resource.com">http://www.disaster-resource.com</a></th>
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safety, mass transit, railroad safety, vehicle accident statistics and vehicle crashworthiness. Information can be obtained by contacting the DOT at 400 7th St., S.W., Washington, D.C. 20590. Phone: (202) 366-4000.

The DOT also runs a separate number to report auto safety problems and to get current auto safety information. Contact the Auto Safety Hotline at (800) 424-9393.

Environmental Protection Agency (EPA)

Hazardous waste and emergency response is a big headache for many supervisors. If you need information in this area, or about toxic substances, noise control, radiation or pesticides, you may want the EPA.

The EPA also puts out a free directory to make it easier to contact the individual you need in a given situation. For further information, or to get a copy of the directory, contact the EPA at 401 M St., S.W., Washington, D.C. 20460. Phone: (202) 260-2090.

Federal Emergency Management Agency (FEMA)

Everything from winter storm safety tips to protection against a nuclear attack is covered somewhere in the files of the FEMA. Contact the agency at 500 C St. S.W., Federal Center Plaza, Washington, D.C. 20472. Phone: (202) 646-2500.

FEMA puts out a catalog listing its free publications. For information on this, contact FEMA at P.O. Box 8181, Washington, D.C. 20024.

Government Printing Office (GPO)

The Monthly Catalog of U.S. Government Publications is one way to track down safety-related government information. (continued on next page)
# Safety Sites On The Internet

## Regulatory Agencies

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## Safety Organizations

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<td>National Safety Council</td>
<td><a href="http://www.nsc.org">http://www.nsc.org</a></td>
</tr>
<tr>
<td>Professional Organizations</td>
<td><a href="http://turva.me.tut.fi/cgi-bin/wilma/proor">http://turva.me.tut.fi/cgi-bin/wilma/proor</a></td>
</tr>
</tbody>
</table>

## Material Safety Data Sheets

<table>
<thead>
<tr>
<th>Database</th>
<th>URL</th>
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<tbody>
<tr>
<td>Chemical Safety MSDS Database</td>
<td><a href="http://turva.me.tut.fi/cgi-bin/wilma/chesa">http://turva.me.tut.fi/cgi-bin/wilma/chesa</a></td>
</tr>
<tr>
<td>Vermont SIRI MSDS Database</td>
<td><a href="http://siri.org/msds">http://siri.org/msds</a> or <a href="http://hazard.com/msds/">http://hazard.com/msds/</a></td>
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</tbody>
</table>

## Other

<table>
<thead>
<tr>
<th>Resource</th>
<th>URL</th>
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</thead>
<tbody>
<tr>
<td>Center for Disease Control</td>
<td><a href="http://www.cdc.gov/">http://www.cdc.gov/</a></td>
</tr>
<tr>
<td>OSHWEB</td>
<td><a href="http://turva.me.tut.fi/~oshweb/">http://turva.me.tut.fi/~oshweb/</a></td>
</tr>
<tr>
<td>SafetyOnline</td>
<td><a href="http://www.SafetyOnline.net">http://www.SafetyOnline.net</a></td>
</tr>
<tr>
<td>Safety Related Internet Resources</td>
<td><a href="http://www.mrg.ab.ca/christie/safelist.htm">http://www.mrg.ab.ca/christie/safelist.htm</a></td>
</tr>
</tbody>
</table>
OCCUPATIONAL SAFETY AND HEALTH
VENDORS

Organizations

Department of Labor, Licensing and Regulation
Office of Public Information
PO Box 11329
Columbia, SC 29211-1329
1 (803) 896-4380
Attn. Barbara Foster
(For OSHA Gram publication)

South Carolina Occupational Safety Council
PO Box 61044
Columbia, SC 29260-1044
1(803) 738-1608
(They have videos to lend and sponsor the SCOSC safety conference twice a year.)

National Safety Council
PO Box 210822
Columbia, SC 29221-0822
1 (803) 732-6778
(They sell programs and training classes.)

Safety Posters

Herman Posters
Clement Communications
Concordville, Pa.
1-800-345-8101

Dennis the Menace
The Economics Press, Inc.
Fairfield, NJ
1-201-227-1224
Safety Posters Cont.

Bongarde Communications
PO Box 428
Oroville, Wa. 98844-0428
1-800-667-9300

Various Materials

Positive Promotions
168th St.
Flushing, NY 11358
800-635-2329 (handouts, giveaways)

Stretching Inc.
1-800-333-1307

Bongard Communications
1-800-667-9300 (Handouts)

Images Now
303-452-7234 (Wristrests)

Clayton Ergo Tech
612-854-0112 (Ergo Booklets)

Parlay International
Box 8817
Emeryville, CA 94662-0817
800-457-2752 (posters, handouts)

SAFETY VIDEOS

Victor House Publications
135 Pinewood Dr.
Greer, SC 29651
1-864-879-1053
SAFETY VIDEOS Cont.

Safety Training System
710 Southwest 9th Ave.
Portland, Oregon 97205

Coastal Video
3038 Brickhouse Court
Virginia Beach, VA 23452
1-800-767-7703
Fax: 804-498-3657

Bureau of Business Practice Prentice Hall
24 Rope Ferry Road
Waterford, Connecticut 06386

Long Island Productions, Inc.
1432 Kearney St.
El Cerrito, California 94530

Mosby Lifeline
Mosby-Year Book, Inc.
11830 Westline Industrial Dr.
St. Louis, Missouri 63146
1-800-325-4177

Summit Training Source, Inc.
620 Three Mile Road NW
Grand Rapids, Michigan 49504-8200
1-800-842-0466

OnGuard Training For Life
619 South College
Fort Collins, Colorado 80524
1-800-544-3473
SAFETY VIDEOS Cont.

ETC. Excellence In Training Corp.
11358 Aurora Ave.
Des Moines, Iowa 50322-7979
1-800-747-6569

CLMI-Comprehensive Loss Management, Inc.
Contact: Andy Schulz
1-800-533-2767
Minneapolis, MN

ITS- Industrial Training Systems, Corp.
1-800-727-2487
Fax: 609-983-4311

710 SW 9th Ave.
Portland, Or. 97205
1-503-223-6794

AMI - American Media Inc.
1-800-262-2557 or 515-224-0919
Fax: 515-224-0256