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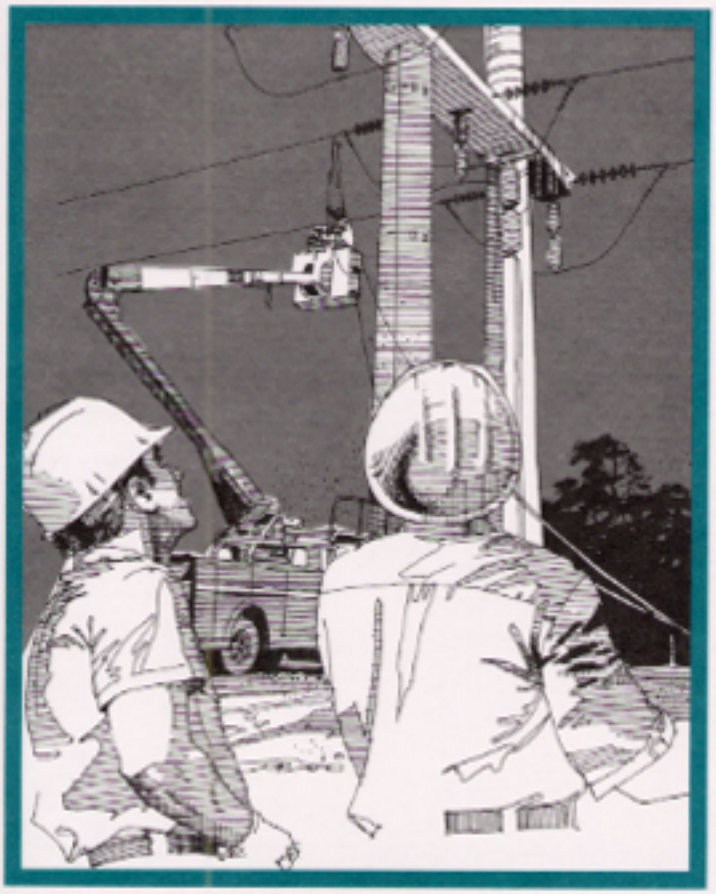
Safety Process Guide



Safety Process Guide

This Safety Process Guide details methods you can use to implement an effective workplace safety process. However, safety *must* be more than just a program. It must be a basic philosophy of your business which is equal to the importance of quality and service.

This guide does not tell you how to comply with the many specific safety regulations or requirements that may be applicable to your business. You will need to become familiar with these regulations and requirements in order to comply with the Occupational Safety and Health Administration (OSHA) laws and regulations, as well as other federal, state and local laws.

Wausau Insurance Companies and GatesMcDonald give no advice and make no representations or warranties about the specific steps you will need to take to comply with these regulations and requirements.

They do recommend, however, that you investigate the use of the appropriate safety consulting agency in your state, or hire a safety consultant to assist you in complying with these regulations and requirements. They also recommend that if your business adopts these guidelines, your company should implement them to the fullest extent possible.

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Guidelines are courtesy of Wausau Insurance Companies and GatesMcDonald & Company.
Special thanks to the Ohio Bureau of Workers' Compensation, Division of Safety & Hygiene.

Developing an effective safety program

Table of Contents

Section I - Introduction

Section II - Program Requirements

Section III - The Progressive Model

Section IV - Resources and References

Table of Contents (Continued)

Section V - Appendices

SECTION I
INTRODUCTION

Section I - Introduction

How to use this manual

This manual "walks" you through the 10 Business Steps and offer suggestions for developing and improving your safety and health program. It is divided into five sections.

The first section, Introduction, explains how to use this manual and also discusses additional reasons for developing a sound safety and health program.

Section II, 10-Step Business Plan, takes a close look at each step in the 10-Step Business Plan. Every subsection begins with a short statement describing the step. Following this are requirements and suggestions for implementing the step. Refer to Appendix A for the 10-Step Business Plan Checklist.

Next, we include Section III, The Progressive Model, which provides additional information for a solid safety and health program. This will take you beyond "just meeting the requirements." Here, we provide you with additional areas we feel are critical to any safety and health program.

Since it is not possible to cover everything on safety and health programs in a manual this size, we include Section IV, References/Resources. Refer to this section to find additional sources of information and further details.

Section V, Appendices, includes examples mentioned in the text, such as forms, worksheets, and checklists. If you are interested in copies of any of this information, consult your GatesMcDonald representative.

Investing in an effective safety and health program

Injury and illness costs affect bottom line

A poor injury and illness record can produce insurance costs that make a business unprofitable. It's not unusual to see a company with a poor injury and illness record paying three or even four times the insurance premium its competitors are paying!

Insured costs and uninsured costs (hidden costs)

The insured costs of injuries and illnesses are obvious and include items such as medical bills, rehabilitation costs, disability payments, and lost time benefits. However, these costs are often the "tip of the iceberg" of expense for the employer. The "hidden" costs of injuries and illnesses are uninsured costs. National Safety Council studies indicate the uninsured costs are usually greater than the insured costs and much more difficult to identify and measure.

"Hidden" cost examples

Examples of these "hidden" costs include:

- failure to meet schedules
- loss of production
- overhead costs while work is disrupted

- damaged product
- damage to tools and equipment
- loss of efficiency due to breakup of crew
- cost of training a replacement worker
- lost time
  - when damaged equipment is out of service
  - by supervisors investigating accidents and doing paperwork
  - by fellow workers

Public and employee relations

On-the-job injuries and illnesses have an adverse effect on both public and employee relations. While a company's safety achievements often go unnoticed, a catastrophic accident is more likely to be the subject of articles in local newspapers and conversation in the coffee shops. Employees and the community remember a major company accident long after any safety achievements have been forgotten.

Show employees you care

Strengthen employee relations by showing employees that you sincerely care about them. Having a strong sense that the "organization cares," leads employees to feel better about their jobs and about themselves. By implementing an effective safety and health program you are showing your employees that you DO care. This can have a strong influence on the employees in terms of:

- higher moral
- lower absenteeism
- higher productivity

A safety and health program controls costs

The best way to control both insured and uninsured accident costs is through a strong safety and health program. An effective safety and health program can minimize the cost of workers' compensation insurance, reduce the uninsured cost of accidents, and improve public and employee relations. Safety is not only an investment in your employees, it also contributes to your "bottom line."

However, the results of your safety and health program will not be measurable overnight. Correcting unsafe conditions and complying with Occupational Safety and Health Administration (OSHA) at your business is only one part of the safety and health program. You also have to realize a change in the attitude and behavior of all your employees. It will take a while before you see an improvement in your accident record, but the results are worth it!

Section II - 10-step business Plan

1. Visible, active senior management leadership

"Visible senior management leadership that promotes the belief that the management of safety is an organizational value."

Requirements

Minimum requirements

Contemporary businesses establish safety and health as a core value of their organizations. Senior management, including the top executive on site, must be role models to all employees for creating a safe work environment. Active leadership includes, at a minimum:

- authorizing the necessary resources for accident prevention
- discussing safety processes and improvements regularly during staff or employee meetings
- ensuring that all members of management are held accountable for accident prevention activities, and for managing accident prevention processes
- annually assessing the success of the safety process by utilizing perception surveys, personal interviews and behavior sampling strategies
- encouraging employees to take an active part in maintaining a safe workplace

Implementation

Leadership role

Senior management must assume the leadership role in establishing the importance of safety in all operations. By taking the lead, management can effectively use its safety and health program to contribute to profits by reducing losses due to accidents. The full support and active commitment of senior management encourages department heads and supervisors at all levels to make the safety and health program a success.

Show active leadership

Management can take these actions to show active leadership in your safety and health program:

- issue a written Statement of Safety Policy (see Appendix B), affirming safety as a value to the organization
- establish both annual and long-term safety goals
- regularly include safety topics in meetings
- regularly review progress of the safety and health program with department heads, supervisors and employees

- accompany supervisors or safety team members during their periodic departmental safety inspections
- review copies of all completed accident investigation reports
- personally present safety awards to qualifying employees
- openly discuss safety with employees during periodic tours
- participate, as a student, in employee safety training programs, such as first-aid training
- participate in meetings with loss control consultants
- study your company's accident loss reports
- review minutes of safety team meetings
- review safety survey reports

EMPLOYEE INVOLVEMENT AND RECOGNITION

2. Employee involvement and recognition

"Employee involvement and recognition that affords employees the opportunity to participate in the safety management process."

Requirements

Participation opportunities

Both management and employees must actively participate in the safety and health management process for it to be effective. Employee participation opportunities include:

- safety and health involvement teams, focus groups, and safety and health teams
- accident investigations
- safety and health audits
- instructing safety and health training programs

Recognition opportunities

Establish a program to identify and formally recognize employees for excellence in accident prevention. Possible recognition opportunities include:

- consistently high contribution to safety and health
- contribution to continuous improvement through participation in problem-solving, decision-making, or perception surveys
- suggesting safety and health improvements or completing special safety and health projects

Implementation

Labor/Management Safety and Health Team

A labor/management safety and health team encourages and facilitates dialogue on safety and health matters between management and employees.

Six basic objectives of this team include:

- meeting regularly, but not less than quarterly
- preparing and making available the written records of the safety and health issues discussed at the team meetings. Also, maintaining the records for review when requested by interested persons.
- reviewing investigations of accidents and causes of incidents resulting in injury, illness, or exposure to hazardous substances and, where appropriate, submitting suggestions to management for the prevention of future incidents
- reviewing investigations of hazardous conditions brought to the attention of any team member

- submitting recommendations to assist in the evaluation of employees safety suggestions
- verifying abatement action taken by the employer to correct citations issued by regulatory agencies

The accident prevention coordinator may lead the safety team. The team facilitator is responsible for scheduling the meeting, arranging for a meeting place, notifying members of the meeting, conducting the meeting, and following up on team recommendations.

One member of the team should be appointed as secretary. The secretary is responsible for recording the minutes of each meeting, and preparing and distributing the minutes to all team members. Post a copy of the minutes on the company safety bulletin board.

Each major production area or department should be represented on the team. Those individuals who serve on the team should have a strong desire to prevent on-the-job injuries and illnesses. Safety team members usually serve a one-year term. Rotate members on an overlapping basis to provide continuity from one year to the next.

Give the safety team the authority to make decisions. If senior management does not promptly and seriously respond to the team's recommendations, individual members will quickly lose their enthusiasm and commitment to the program.

Safety team meetings should be conducted in a businesslike manner, but it is not necessary to follow strict parliamentary procedures. See Appendix C for an example of a safety team meeting worksheet. This example includes a suggested order of business designed to help your safety team cover the areas necessary to do an effective job.

Behavior Reinforcement

Behavior reinforcement

Two ways to encourage your employees to comply with safe and healthy work practices are:

- **Positive behavior reinforcement** - involves rewarding employees for their actions. This encourages repeated behavior.
- **Negative behavior reinforcement** - involves disciplining employees for their action. This discourages the behavior from happening again.

The majority of companies around the country use both positive and negative reinforcement to encourage their employees to comply with safe and healthy work practices.

Safety contests

Many companies use safety contests as a positive behavior reinforcement. There are unlimited ways to structure a safety contest. One of the more effective involves teams. If the team members do not have a lost-time accident during the contest period (often one month), then each team member receives an award. If any member of the team has a lost-time accident, then the entire team forfeits that month's award. With this type of contest, peer pressure is used to encourage employees to follow safe work practices.

Posting accident-free records

Another popular contest involves posting the plant or department accident record on a large sign in the work area or at the main entrance to the plant. Daily, the accident prevention coordinator posts the current number of consecutive days worked without a lost-time accident or illness. Next to this number is the previous record. When a new record is set, management recognizes the achievement.

Safety contest awards

There are various types of awards to use for recognizing safety contest winners. We encourage you to get input from your employees and supervisors on the types of awards they prefer. Generally speaking, we do not recommend cash as an award because it is spent and forgotten about, providing no lasting reminder of the accomplishment. Tangible awards that are often used include caps, rulers, gift certificates, belt buckles, or specialty clothing. Sometimes intangible awards are used, such as recognition in the company newspaper, time off with pay, extended breaks, or acknowledging the achievement on the safety bulletin board.

Employee recognition

Another type of positive behavior reinforcement is recognition of the safe behavior by the employee's supervisor. Advise supervisors to recognize and praise at least one employee each day for following prescribed safe work practices. This type of recognition costs nothing but is a subtle reminder of the importance the supervisor places on complying with safe and healthy work practices.

Written safety rules/discipline

Negative behavior reinforcement usually takes the form of written safety rules enforced through a progressive disciplinary system. Generally, the accident prevention coordinator develops the written safety rules which are communicated to all employees and enforced by supervisors. All new employees should receive a copy of the safety rules. Post the rules on the safety bulletin board. At least annually, review the safety rules with all employees to remind them of the requirements.

Keep safety rules short

How extensive should safety rules be? It is best to keep your safety rules relatively short. They should be no longer than two or three pages or they will become difficult for employees to remember and supervisors to enforce.

Disciplinary action

Each time the supervisor observes an employee violating a safety rule, two things should be done. First, the supervisor reviews the correct behavior with the employee. Next, the supervisor documents the safety rule violation and sends a copy of the report to the accident prevention coordinator.

NOTE: Safety disciplinary procedures vary in each company. Follow your company's established procedures.

3. Medical treatment and return-to-work practices

"Early return-to-work strategies to help injured or ill workers return to work."

Requirements

Disability management procedures

Establish a post-injury or disability management policy and procedure to help injured or ill employees obtain quality medical care and return to work.

Components of the disability management procedure include, at a minimum:

- procedures for obtaining medical treatment
- immediate reporting of injuries and illnesses to a supervisor
- regular supervisory communications with off-work employees while they are convalescing
- investigating all injuries or illnesses within 24 hours to identify system or process improvements so corrective measures can be taken
- when not prohibited by a labor agreement, a modified duty program that allows employees to return to work in a productive capacity during the recuperative period

Implementation

Medical care

Prompt medical care not only helps the employee involved with an occupational injury or illness, it also promotes cost containment for the organization. It is important to develop an effective working relationship with the medical provider. You can do this by:

- creating open lines of communication with the clinic, hospital or physician
- educating the medical provider on the nature of your business, its risks and your control strategies
- establishing each other's roles, responsibilities and expectations

Return to work

The concept of returning injured employees to their jobs as quickly as possible with a minimum of disability and at a minimum cost has been basic to workers' compensation for a long time. Workers' compensation costs can be very high, but there are steps to reduce the cost. One way is to return the injured employee back to work. Returning injured employees back to work will:

- maintain an experienced work force
- reduce insurance costs
- promote employee security

- enhance the employer/employee relationship
- accelerate the injured worker's recovery

Effective return-to-work program

Establish an effective return-to-work program before a disabling injury occurs. Set up the necessary lines of communication within the organization so when an accident happens, the employee can have a smooth, early, and successful return to work.

Once a disabling injury occurs, determine the requirements of the employee's job, and decide if the job can be modified and to what extent. If modification is not available, determine availability of light-duty employment on a limited or full-time basis. Communicate this information to the claim administrator and to the physician to determine the employee's capability of returning to work in a full, modified, or light duty capacity.

See Appendix D for a copy of GatesMcDonald's "Attending Physician's Return To Work Recommendations Record." Use this type of form to facilitate employee recovery and early return to work.

4. Communications

"A program of regular communications on safety and health issues to keep all employees informed and to solicit feedback and suggestions."

Requirements

Regular communication

Include regular verbal and written communication on matters affecting employee safety and health in your approach to managing safety and health. Communications must include:

- quarterly written or verbal feedback (or both) to all employees on their accident prevention performance
- a process for upward communication as well as downward and throughout the organization
- tools for communication, which could include memos, bulletin boards, staff and general meetings
- feedback, which includes the organization's overall safety and health performance

Implementation

Safety communication is a two-way street

Safety communication is a two-way process between the employer and the employees. Many programs emphasize top-down communications and virtually overlook communications from the bottom-up. To be effective, both must be incorporated into your program.

Solicit employee input

Soliciting employee input on safety and health matters will do more than simply help your company communicate more effectively. The December 1989 issue of the Training and Development Journal, cites a Kansas study which asked employees to rank, by importance, the 10 attributes of a good workplace. The employees rated "the feeling that they are in on things" as second in importance! By encouraging employees to share their ideas and concerns on safety and health matters, they will feel more "in on things." This results in a happier and more productive work force.

Any experienced safety professional will tell you that some of the best safety ideas have come from discussions with employees during their plant inspections. Safety professionals realize that information received from employees is often closest to the source of the problem and, therefore, extremely valuable.

Communications must be understandable

You must communicate with employees in a form they easily understand. If you have languages other than English spoken in your facilities, you must ensure that all safety and health communications are provided to employees in the language they understand. In addition, some employees may be illiterate and require verbal communication.

Encourage bottom-up communications

Encourage employees to inform you of hazards at the work site without fear of reprisal. Establish a system of employee notification concerning hazards. There are two methods for obtaining hazard information from employees:

Informal method

- **Informal method** – involves an "open door" policy when it comes to employee safety and health concerns. Inform employees that the accident prevention coordinator is available to confidentially discuss their safety and health questions, problems, and suggestions.

Formal method

- **Formal method** – involves establishing a safety and health suggestion program. Install a safety suggestion box in the work area. Instruct employees to place their written comments and suggestions in this box. Some companies provide a form for employees to use when submitting their suggestions. Employees should not be required to sign their name to their suggestions. The accident prevention coordinator is responsible for periodically checking the safety suggestion box.

Whatever method you decide to use—informal, formal, or both, it is important that employee concerns and suggestions receive timely and appropriate responses.

Additional communication

The following four methods of communication are also effective for keeping employees informed on safety and health practices:

Safety meetings

- **Safety meetings** – provides an opportunity for supervisors and employees to discuss safety issues. Schedule regular meetings between the supervisors and their employees. Supervisors can meet with their employees individually or in small groups.

Postings

- **Postings** – there are two types of postings:
  - safety bulletin boards - use for posting safety related policies, notices, and posters
  - safety signs - a constant reminder of safety rules, dangerous conditions, and special precautions. Safety signs are often posted on machinery, entrances to work areas, and in high hazard areas.

    The accident prevention coordinator maintains the safety bulletin board and all signs.

Written communications

- **Written communications** – there are a variety types:
  - in-house company newsletter - many companies have an in-house company newsletter where the accident prevention coordinator may author a safety article on a regular basis.
  - safety and health booklets - give to employees at work, stuff in their paycheck envelope, or even mail to their homes.
  - accident alert notices - use to inform employees of the causes of recent accidents and how they might have been prevented. Accident alert notices are written by the accident prevention coordinator after each lost time accident or illness. Post notices on the safety bulletin board or send to individual employees.
  - minutes from safety and health team meetings—available to all employees. May be posted.

TIMELY NOTIFICATION
OF CLAIMS

5. Timely notification of claims

"Timely notification of accidents, including lag time reporting standards. The lag time reporting standard for this program is that the average lag time for reporting lost time claims to the bureau must be twenty-eight days or less by the first year renewal report."

Requirements

Reporting claims

Immediately report all claims to GatesMcDonald. This is necessary to meet the requirements for reporting all cases involving lost time of more than seven days to the Ohio Bureau of Workers' Compensation (BWC) within 28 days of the date of injury, or one week of being notified by the ill or injured employee of the incident.

Implementation

When an injury occurs, first get proper medical care for the employee. Then, the next concern is reporting the injury to the claim administrator.

Benefits of reporting claims promptly

Report claims quickly to:

- prevent delays or confusion in the claim process
- reduce the potential for fraud or abuse
- avoid the potential of needless litigation

Through your timely reporting of claims, you:

- initiate early contact with the injured worker/claimant, usually within hours of the reported claim, to:
  - establish an open line communication
  - develop the information necessary to affect the claim's direction
- provide benefits to the injured employee on a timely basis
- prevent penalties due to untimely benefit payment or late reporting of claims
- investigate accidents promptly and preserve evidence to identify anyone else who may be responsible
- coordinate return-to-work efforts with employee, physician, and employer

Employers who unreasonably refuse or fail to report injuries can be found to have acted in bad faith and be assessed penalties under the Ohio Workers' Compensation Act.

SAFETY AND HEALTH
PROGRAM COORDINATION

6. Safety and health program coordination

"Assigning an individual the role of coordinating safety efforts for the company."

Requirements

Accident prevention coordinator

Designate an individual as the accident prevention coordinator, and give this person the responsibility and authority over the organization's safety and health efforts.

A person acting as coordinator does not assume operational responsibility for safety and health, but supports line management, supervision, and employees to prevent accidents. Duties must include:

- helping management and employees identify accident prevention and safety and health training needs (possibly through perception surveys, interviews, behavior sampling, or other methods).
- helping supervisors make changes or develop strategies that improve safety and health
- identifying and communicating new safety and health requirements
- compiling injury or illness-related records
- tracking progress on safety and health-related projects
- working with employees to optimize safe work practices

You may choose to delegate these functions to more than one person. A small company owner may assume these duties or delegate them to a manager. In either case, the accident prevention coordinator(s) must attend at least one safety and health management seminar each year.

Implementation

Designating an accident prevention coordinator

The first step in establishing a safety and health program is to designate an accident prevention coordinator. Whoever you choose should be committed to safety and health, and have the time, authority, and resources to develop and implement the program. Selecting your accident prevention coordinator is one of the most important decisions you will have to make. What is more important than the title is an attitude toward safety. The accident prevention coordinator must sincerely care about employee well-being, and must have a high degree of credibility with employees.

Small employers

Who you designate as the accident prevention coordinator often depends upon the size and structure of your organization. In smaller companies, the accident prevention coordinator is usually the owner or chief executive officer (CEO). Geographically dispersed companies often name the branch or plant manager as the accident prevention coordinator.

Medium employers

Medium-sized employers usually designate a staff manager as their accident prevention coordinator. Effective accident prevention coordinators can be

human resources managers, engineers, and even financial services managers.

Large employers

At larger companies, a full-time person only responsible for safety can be justified. Often, companies with over 500 employees have a full-time accident prevention coordinator. This individual is generally called the safety director. When determining the need for a full-time accident prevention coordinator also consider the accident record and the degree of hazard inherent to the operations.

What should an accident prevention coordinator do?

The accident prevention coordinator is a manager, not a "doer." Many of the activities which make up the safety and health program will be carried out by line managers (such as supervisors). The accident prevention coordinator provides advice and support to line managers and supervisors to perform their safety responsibilities.

The specific duties that are performed by an accident prevention coordinator vary from company to company. Appendix E lists some of the common responsibilities that many safety directors have.

7. Orientation and Training

"Orientation and training for all employees."

Requirements

Safety and health training program

Identify and respond to the specific training needs of your employees including supervisors, managers and team leaders. Develop a written safety and health training program that documents specific training objectives and instruction processes.

Orientation

Orientation must include:

- company safety and health policy
- employee responsibilities
- medical procedures, such as how and when to report injuries or illnesses
- actions to take in case of emergency
- how to report unsafe practices or conditions
- return-to-work procedures

Safety and health training

Safety and health training must include:

- hazard communication
- bloodborne pathogens, if applicable
- specific job/task safe work practices and hazard recognition

Machinery/tool procedure training

At a minimum, training must cover procedures for the safe and efficient use of machinery and tools:

- ergonomic risk factors, including the prevention of cumulative trauma disorders
- chemical hazards and how to prevent contact or exposure
- if appropriate, procedures for lockout/tagout, hot work permits, and confined space entry

Documenting training

Document all training to include the date, topics covered, instructor's name, and the names of employees attending the training session. On the day training is completed, have each attending employee sign the documentation form.

Implementation

Program success depends on employees

No matter how safe a work environment you provide, much of the success of your safety and health program depends on the employees themselves. Unsafe work practices, which is the number one cause of on-the-job accidents, usually result from improperly trained employees.

Training affects behavior

The goal of any safety and health training program is not just to impart knowledge, but to change behavior. Through safety training, you provide employees with information about hazards so they can actively participate in protecting themselves.

Knowledge is antidote to accidents

Ralph Waldo Emerson said: "Knowledge is the antidote to fear." We might also say that: "Knowledge is the antidote to accidents." Accidents are not caused by bad luck or fate. Nor are they caused by employees who are accident-prone or who lack common sense. The principal cause of accidents is unsafe work practices, which are often the direct result of improper or inadequate training.

When to train

Provide training in the following six instances:

Current employees

- **Current employees** – Provide all current employees with a general safety and health orientation and job specific safety and health training similar to the orientation and training provided to new employees.

New employees

- **New employees** – New employees are more prone to making mistakes than veteran employees. Bureau of Labor Statistics (BLS) studies have found 48 percent of all injured workers have been on the job for less than one year! Assume that new employees know little or nothing about the job hazards they will face with your company.

  The accident prevention coordinator provides a general safety orientation to all new employees. This orientation includes reviewing:

  - written safety business plan
  - accident reporting and first aid procedures
  - disaster plans
  - plant safety rules
  - how to report hazardous conditions
  - housekeeping requirements
  - special hazards
  - personal hygiene
  - means of egress
  - location of and use of fire extinguishers
  - proper lifting techniques
  - other safety and health topics of general interest

  After the general safety orientation, the supervisor provides new employees with job-specific safety and health training. Employees should not be allowed to start a job until they have received instructions on how to perform the job properly and safely.

  If an employee will perform a hazardous job, the supervisor completes a Job Safety Analysis (JSA) on that job and incorporates the

JSA into the job specific safety training. JSAs emphasize the identification and control of the potential hazards associated with each step of the job. See Appendix F for an example of a JSA worksheet. Use this type of worksheet to document your JSAs.

Transferred employees

- **Transferred employees –** When employees are given a new job assignment or transfer, the supervisor provides them with the same job specific safety and health training as they would a new employee. It is easy for transferred employees to be overlooked when it comes to safety and health training. Sometimes transferred employees are not given safety training because they are only temporarily filling in for the regular employee. This practice is an open invitation for an accident.

Introducing new substances, equipment, processes, or procedures

- **Introducing new substances, equipment, processes, or procedures –** Provide safety and health training before or at the time of introducing new substances, equipment, processes, or procedures. This training does not always have to be formal. It may simple be an informal "toolbox" safety meeting held on the workplace floor. This points out the need for employee safety and health training to be responsive to changes in the work environment.

Identifying a newly reported hazard

- **Identifying a newly reported hazard -** Provide safety training whenever you are made aware of a new or previously unrecognized hazard. We discuss the need for employers to conduct periodic workplace safety inspections later in this manual (Section III - The Progressive Model, Hazard Assessment). When new hazards are identified as a result of these inspections, employees who may be exposed to the hazard should be instructed in the nature of the hazard and how to protect themselves. Also encourage employees to inform you of any hazards at the workplace. As employees bring new hazards to the attention of management, the employer should, in a timely manner, inform all affected employees of the new hazard.

Train the trainers

- **Trainers –** If supervisors are to encourage employees to follow safe work practices, the supervisors need to be trained on recognizing and correcting hazardous conditions and unsafe work practices. There are a wide variety of sources that provide training programs designed to help supervisors identify safety and health hazards. GatesMcDonald has a program called "Accident Potential Recognition" (APR). For more information on our APR program, contact your GatesMcDonald representative.

  Being an effective trainer is a skill acquired through education and experience. To help your supervisors become better trainers, provide them with a list of "Training Tips" such as the one shown in Appendix G.

Document training

In addition to providing training, document your training. When documenting safety and health training, include the date, topics covered, instructor's name, and the names of employees attending the training session. Have each employee attending sign the documentation form on the day of completion.

See Appendix H for a example of a safety training certificate. Use a form like this to document the safety and health training you provide your employees and supervisors. Each time training is conducted, complete the form. Forward all completed forms to the accident prevention coordinator.

Quality control for effective training

Of course, simply providing training does not guarantee its effectiveness. The accident prevention coordinator is responsible for setting up a quality control system to make sure training is provided to employees in a timely manner. The accident prevention coordinator randomly sits in on training programs that are conducted by supervisors to evaluate their performance as trainers. Finally, the accident prevention coordinator periodically verifies the effectiveness of the training through employee interviews, testing, and workplace observations.

8. Written and communicated safe work practices

"Published safe work practices so that employees have a clear understanding of how to safely accomplish their job requirements."

Requirements

Documenting safe work practices

Guidance for employees in the form of written safe work practices is important for a clear understanding of job requirements and responsibilities. Both general and job-specific safe work practices must be identified, documented, and made available. Provide employees with a copy of the general safe work practices. Have all employees sign a statement to indicate they have read, understood, and will follow the safe work practices.

General safe work practice knowledge

Examples of general safe work practice knowledge expected of most employees includes:

- good housekeeping
- personal protective equipment
- first aid procedures
- ergonomic principles
- respiratory protection
- lockout/tagout procedures
- confined space entry
- hazard communication
- bloodborne pathogens, if applicable

Job-specific safe work practices

Job-specific safe work practices apply to operations and tasks that involve recognized hazards and risks associated with those specific tasks. Job-specific safe work practices must be posted or made readily available in the work area.

Implementation

Safe work practices are essential

Safe work practices are essential for any organization because they prescribe the accepted behavior that is expected from all employees. The safety team may be responsible for developing the employee safety handbook. The handbook includes general safe work practices and also specific safe work practices that apply to each department.

Each department head reviews the safe work practices with their employees and modifies them as appropriate to their department's operations and exposures.

Safety handbook

Safe work practices usually are professionally printed in an employee safety handbook. The first page of this handbook includes a brief Statement of Safety Policy from the senior management. Refer to Appendix B for an example of a Statement of Safety Policy.

Employees must read handbook

To ensure that the safety handbooks are read, have your employees acknowledge reading their copy. Have employees sign a statement certifying that they are familiar with the safety rules and policies outlined in the safety handbook and agree to abide by them. Maintain this signed statement in the employee's human resources file.

Annual review

Review safe work practices with all employees annually.

9. Written safety and health policy

"A written safety and health policy signed by the top company official that expresses the employer's values and commitment to workplace safety and health."

Requirements

Signed safety and health policy shows commitment

Your top executive must sign a safety and health policy document to be given to all new hires. Communicate the policy to all employees, and then review with them on an annual basis. It must include:

- manager, supervisor, team facilitator, and employees' responsibilities regarding the organization's commitment to workplace safety and health
- commitment to returning injured or ill employees to work at the earliest opportunity

Implementation

Policy is initial step in safety and health program

A written safety and health policy is a sign of your company's commitment to provide a safe working environment.

Although this seems a minor step, it is the initial step in implementing a safety and health program. It expresses the commitment of your company, its ownership, management and employees to maintaining a safe work environment for all employees. This communication of intent should be just as important as the company's statement of quality and could even be combined. See Appendix B for an example of a Statement of Safety Policy.

RECORDKEEPING AND DATA ANALYSIS

10. Recordkeeping and data analysis

"Internal program verification to assess the success of company safety efforts, to include audits, surveys, and record analysis."

Requirements

Compiling data

Compile injury and illness-related data in order to:

- identify safety and health process problems
- help manage the compensation process
- provide information necessary for developing solutions to problems

Implementation

Good records are essential

Good injury and illness records are an essential part of any successful safety and health program. Regardless of the system used, it should be oriented to making the job as simple and easy as possible for all those involved.

Basic recordkeeping steps

Consult OSHA, and other federal, state or local regulations, for the specific information needed to meet recordkeeping requirements for injuries and illnesses incurred on the job. Basic recordkeeping steps include:

1. Obtain a report on every injury or illness requiring medical treatment.
2. Record each injury or illness. If OSHA recordkeeping rules apply, the appropriate information should be kept on the Log and Summary of Occupational Injuries and Illnesses, OSHA No. 200, and the Supplementary Record of Occupational Injuries and Illnesses, OSHA No. 101.

   NOTE: OSHA is currently revising the recordkeeping requirements. Form 200 will be replaced with form 300 and form 101 will be replaced with form 301. Consult your GatesMcDonald representative to verify which form is currently being used.
3. Post the annual summary portion of the previous year's OSHA No. 200 (or No. 300, whichever is current) in a conspicuous place from Feb. 1 until March 1.
4. Maintain your files records for five years.

Maintaining records

In addition, we recommend maintaining the following:

- employee medical records, employment physical examination records, and results of hazard exposure measurements
- up-to-date operating permits/licenses for items such as facilities, elevators, pressure vessels, or boilers
- procedures to assure that records are maintained for the period of time required by law

Additional postings

Additional postings that may be required or advisable:

- emergency phone numbers and procedures
- availability and location of information (such as Material Safety Data Sheets) on hazardous substances or harmful physical agents
- exit signs, hazard warnings, restricted areas, areas requiring personal protective equipment, etc.

Most employers are required by law to keep records of occupational injuries and illnesses. Employers must comply with the applicable requirements mandated by federal, state, or local jurisdictions.

Data analysis

Statistics relative to loss should be collected frequently and used to target opportunities for preventative action. The analysis does not need to be detailed, but should contain information showing current injury and illness experience compared to the preceding period and also how you stand in relation to similar businesses nationwide. Use the injury and illness analysis to help evaluate the effectiveness of supervision, rather than using it for personal fault-finding.

Incidence rate formulas

Incidence rate formulas provide one means of monitoring the progress of the safety and health effort at the company or national level. Incidence rates can serve as a "benchmark" to compare current experience with past experience, as well as comparing your company to similar companies nationwide.

The formula used for computing Lost Workday Incidence (LWDI) is:

Lost Workday Incidence (LWDI)

$$\text{LWDI} = \frac{\text{\# of lost-time injuries/illnesses during period X 200,000}}{\text{Total employee hours worked during period}}$$

Bureau of Labor Statistics publication

The Bureau of Labor Statistics annually publishes a booklet entitled "Occupational Injuries and Illnesses in the United States" which provides the LWDIs for hundreds of different industries. For information on ordering this publication, refer to the Resources/References section of this manual.

National Safety Council publication

Similar data is contained in the National Safety Council's annual publication, "Accident Facts." For information on ordering this publication, refer to the Resources/References section of this manual.

Action Plan

	Safety Program Element	Person Responsible	Follow Up	Date Completed
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SECTION III
THE PROGRESSIVE MODEL

Section III - The progressive model

Management commitment

"In an effective program, management regards worker safety and health as a fundamental value of the organization" (Federal Register, Jan. 26, 1989).

Visible and active participation

Senior executives demonstrate their sincere belief in the value of worker safety by visibly and actively participating in the safety and health program. Action and behavior are the true expressions of one's attitudes and beliefs.

At some companies, senior management's involvement in the program begins and ends with issuing a formal written Statement of Safety Policy. This is a good place to start, but to establish an effective program, senior management must go beyond simply issuing a written policy statement. They must communicate their commitment and sincerity by their everyday actions.

Measuring senior management's actions

Is senior management at your company supporting the safety and health program? What more could they do to show their commitment to employee safety and health? To help you answer these questions, you may want to complete a checklist such as the "Senior Management Safety Survey" shown in Appendix I. Items not checked on your completed survey represent opportunities for senior management to be even more involved in your safety and health program.

Senior management commitment

Companies having distinguished safety records are those that have senior management who supports their safety and health program with their words and their actions. Senior management commitment is the foundation upon which superior safety and health programs are built.

Setting goals

Establish annual safety goals

A philosopher once said, "If you don't know where you are going, any road will get you there." In production and in sales, most companies have established specific and measurable goals. The same is true for safety. Establish annual and long-term safety goals that are measurable and realistic.

Many companies do not clearly identify their safety goals. When we ask senior management what their safety goals are, we often get vague responses like, "to reduce accidents," or "to provide a safe working environment for all employees."

Two common safety goals

Two common safety goals include reducing the dollar cost and reducing the number of work related injuries or illnesses. Two criteria that are often used for setting these safety goals are:

- the cost of workers' compensation claims
- injury rates

Dollar cost of workers compensation claims

The dollar cost of workers' compensation claims is often used as a criterion for setting safety goals. Management understands "dollars" and is accustomed to setting other important company goals in terms of dollars. For example, dollars are the universal measure of labor costs, equipment expenditures, and sales. However, four factors can complicate the process of setting dollar safety goals:

- loss development
- inflationary effects on medical bills
- changes in reserving practices
- significant differences in benefit levels between jurisdictions

When establishing dollar safety goals, we recommend involving a workers' compensation expert who can help to establish an equitable system that accounts for these four factors.

Using injury rates to measure results

A second popular criterion for safety goals is injury rates. While there are various methods for computing injury rates, the most popular one is called the Lost Workday Incidence (LWDI). This calculation is based on the number of lost-time injuries and illnesses a company incurs. LWDI rates are used widely by government agencies and private-sector employers.

Bureau of Labor Statistics publication

The Bureau of Labor Statistics in Washington, DC, annually publishes a booklet entitled "Occupational Injuries and Illnesses in the United States." In this publication, LWDIs are published for hundreds of different industries. Information on how to order this Bureau of Labor Statistics publication can be found in the Resources/References Section of this manual.

LWDI formula

The formula used for computing LWDIs is:

$$\text{LWDI} = \frac{\text{\# of lost time injuries/illnesses during period X 200,000}}{\text{Total employee hours worked during period}}$$

For smaller employers, a single company wide LWDI can be calculated. For larger employers, LWDIs may be calculated for the company as a whole, each plant, and sometimes even for individual departments.

Base safety goals on LWDIs

Your company is encouraged to establish safety goals based upon LWDIs. By regularly calculating an LWDI, you can compare your current LWDI to your previous LWDIs. You can also compare your company's LWDI to the average LWDI for your industry.

Comparing results with goals

Senior management establishes safety goals that are clear, realistic, and measurable. On a periodic basis the accident prevention coordinator measures the results and sends a report to senior management comparing the actual results to the preestablished goal. If you know where you want to go, your safety and health program can help get you there.

Safety responsibilities and accountabilities

Manager/supervisor accountability

There is an old saying that goes, "What gets measured is what gets done." This is the fundamental axiom behind performance reviews. Senior management has traditionally held middle management and supervisors accountable for the performance of selected activities, and the results of their efforts. Are safety responsibilities part of the managers' and supervisors' job description? Does your company have regular performance evaluations of its managers and supervisors? Is safety one of the key measures in their performance reviews?

Safety part of performance review

If you expect supervisors and managers to actively participate in the safety and health program, include this in their job description. Their safety performance should also be a part of their personal performance reviews. By making them responsible and accountable for safety performance, managers and supervisors will realize that their performance evaluations, promotability, and rewards will be based partially on safety.

Safety attitudes

If managers and supervisors are accountable for safety, they will have an improved safety attitude. We know there is a direct relationship between workers' safety attitudes and their supervisor's safety attitudes. By instituting supervisory accountability for safety, you will indirectly improve the employees' safety attitudes.

Accountability for safety

Without accountability for safety, the accident prevention coordinator and loss control consultants are inappropriately viewed as "police officers" who get in the way of what is important - productivity and quality. But with accountability, managers and supervisors view the accident prevention coordinator and outside consultants as resources to help them do their job better, and to get promotions and rewards.

Accountability system

What percentage of the performance review for a manager or supervisor should be assigned to safety? Some companies recognized as leaders in safety devote 20 percent of their managers' and supervisors' performance reviews to safety. This would probably get your managers' and supervisors' attention!

Supervisors

What should each level of management be responsible and accountable for? Supervisors should be accountable for the performance of specific safety activities, such as employee safety and health training, accident investigations, departmental safety inspections, enforcement of safety rules, positive reinforcement of safe behavior, and employee communications.

Department managers

Department managers should be accountable for the performance of specific safety activities, and their department's injury rate or cost of workers' compensation claims.

Plant/general managers

Plant managers and general managers should be accountable for their plant's injury rate or cost of workers' compensation claims.

The techniques for setting accountability are complex. Anyone inexperienced with the process is encouraged to review references on the subject, such as the video training series entitled "The Dan Petersen Safety Management

Series." If you are interested in reviewing this program, contact your GatesMcDonald representative.

Safety – key measure on performance review

What is important to the senior management becomes important to all employees. Basically, what gets measured is what gets done. Is safety one of the key measures on your managers' and supervisors' performance reviews?

Hazard assessment

Find hazards before they cause accidents

Safety and health inspections are a proactive method of controlling injuries and illnesses. By finding hazards during an inspection, you are able to take corrective action before an accident can occur. The goals of a safety and health inspection are to identify actual or foreseeable:

Violations of safety standards

- violations of safety and health standards
- unsafe work practices
- unsafe working conditions

There are a variety of safety and health standards that apply to industries. The principle standards we are concerned with are OSHA General Industry Standards. You may be required to follow other regulations, such as "Construction." Ask your GatesMcDonald representative if you are unsure of the rule(s) that apply to your operation. The accident prevention coordinator, production managers, and supervisors should be familiar with the OSHA standards applicable to their operations. The accident prevention coordinator should keep informed of changes in the safety standards and communicates information on proposed and new standards to the affected managers and supervisors.

Unsafe work practices

Unsafe work practices are those where employees cause a safety or health hazard to themselves or their coworkers. Studies have found that most accidents are caused by unsafe employee work practices. Examples of unsafe work practices include:

- failure to wear protective equipment
- improper lifting techniques
- using defective equipment
- taking shortcuts

Unsafe working conditions

Unsafe working conditions are hazards caused by the employee's physical surroundings. Some examples include:

- inadequate preventative maintenance
- inadequate guards
- high noise levels
- exposed electrical wiring

Inspection types

Three types of periodic safety inspections include:

Departmental inspections

- **Departmental inspections –** Supervisors are responsible for departmental inspections. This involves a "wall-to-wall" walk through inspection of the entire department. When conducting the inspection, the supervisor should pay close attention to those jobs that have caused prior injuries and illnesses. A thorough departmental safety inspection takes time. The supervisor must put aside all other concerns and duties and concentrate exclusively upon the inspection process. When conducting the inspection, supervisors may want to:
  - observe every machine, operation, and employee
  - look everywhere, floor to ceiling, including those inaccessible areas that are not used very often
  - use their imagination and be inquisitive. Trying to foresee an injury or illness occurring by asking "What if ... ?"
  - complete forms such as a Hazard Survey Report and a Hazard Assessment for PPE (see Appendices J and K for examples)

Critical items inspections

- **Critical items inspections –** A "qualified" person performs critical item inspections on potentially high hazard machinery processes or areas. All areas or processes having a potential to cause a severe accident or even a catastrophe should be regularly inspected by this "qualified" person. Examples of critical items include:
  - power presses
  - fork trucks
  - hoists
  - scaffolding
  - electrical grounding
  - pressure vessels
  - elevators
  - boilers
  - cranes

Special purpose inspections

- **Special purpose inspections –** Sometimes an employer needs to rely on an outside expert to make certain types of "special purpose inspections." These specialized inspections often require specialized instruments. Examples of special purpose inspections include:
  - air quality tests
  - noise surveys
  - industrial ventilation evaluations
  - ergonomic task analyses

  The accident prevention coordinator identifies the need for special purpose inspections and finds qualified specialists to perform the service.

Periodic inspections on scheduled basis

Conduct the three types of periodic inspections when the program is first established and on a scheduled, periodic basis. Periodic refers to an inspection that is repeated at regular intervals - such as daily, weekly, or monthly. The frequency of your periodic inspections depends on your injury and illness record, process changes, proficiency of employees, and type of safety and health hazards.

Inspect workplace changes

Also conduct inspections whenever new substances, processes, procedures, or equipment are introduced into the workplace that may present a new safety and health hazard. Include the accident prevention coordinator in the planning stage of any changes to the facility, processes, procedures, equipment, and nonroutine work. That way, the accident prevention coordinator can identify potential hazards and violations of safety standards while they are still on paper. Once the work has started, the accident prevention coordinator makes regular inspections of the work area. The accident prevention coordinator approves the project when it is completed.

Inspect all newly reported hazards

Safety inspections are done whenever the employer is made aware of a new or previously unrecognized hazard. When an employee informs management of a new hazard, the accident prevention coordinator performs an inspection to identify the hazard and evaluates its potential for causing injury or illness.

Hazard control

Correct hazards before injury

Once a hazard is identified, it must be corrected before it results in an injury or illness. Each year numerous employees are hurt by hazards that have already been identified, but have not yet been corrected.

Correct most serious hazards first

Develop a system for correcting identified hazards. Base this system on the severity of the hazard, correct the most serious hazards first. There are three degrees of hazard severity: imminent, serious and nonserious.

Imminent hazards

- **Imminent hazards –** those which could reasonably be expected to cause death or serious physical harm if not corrected immediately. In situations where the imminent hazard cannot be corrected immediately, remove all personnel from the area. Only allow access to qualified and properly protected employees who are needed to correct the imminent hazard.

Serious hazards

- **Serious hazards –** those in which the reasonably predictable injuries or illnesses could result in hospitalization or temporary, reversible illnesses with a limited period of disability. When a serious hazard is found, initiate interim measures immediately to protect employees until a permanent solution can be implemented. Interim protective measures include, but are not limited to:
  - instructing employees in the area of the hazard
  - posting a danger sign
  - locking out the machine or process

  Work orders assigned to correct serious hazards have priority over nonsafety-related work orders.

Nonserious hazards

- **Nonserious hazards** – those that would likely result in injuries and illnesses not requiring hospitalization or temporary, reversible illnesses requiring only minor supportive treatment. These hazards should be corrected, but only after the more serious hazards have been abated.

Hazard controls

There are various ways to control hazards. Four hazard controls (in order of priority) include:

Elimination

- **Elimination** – Your first choice should be to eliminate the hazard.

Engineering controls

- **Engineering controls** – If the hazard cannot be eliminated or a lesser hazard substituted, consider engineering controls. An example of an engineering control is the installation of a point-of-operation safeguard.

Administrative controls

- **Administrative controls** – The next control to be considered is administrative controls. Through administrative controls, you lessen the risk to employees through the implementation of new management practices. Examples of administrative controls include improved hiring practices, retraining, and reduction of the exposure by using job rotation.

Personal protective equipment

- **Personal protective equipment** – The control option of last resort is personal protective equipment. Only after all of the other control methods have been considered, should you rely on personal protective equipment (such as respirators) to protect employees from a safety or health hazard.

Document all inspections

To document inspections, GatesMcDonald recommends completing a report similar to a "Hazard Survey Report" (see Appendix J). Use this form to record the hazards found during the periodic inspections and the corrective action you have taken.

Safety inspection checklists (not recommended)

Some employers use safety inspection checklists to document inspections and subsequent corrective actions. We do not recommend checklists for these reasons:

- No checklist can cover all the potential hazardous conditions and unsafe acts that can be found in an industry.
- Checklists can lead to a false sense of security and stifle imagination.

The best safety professionals do not use checklists.

Quality controls for effective inspections

Simply documenting your inspections and corrective actions is no guarantee that they are effective. The accident prevention coordinator establishes quality control procedures for the safety inspection and hazard control processes. The accident prevention coordinator sets up a diary system to ensure all periodic inspections are completed as scheduled. A log of outstanding hazard control recommendations enables the accident prevention coordinator to monitor the status of proposed corrective actions.

Accident investigation

Investigate to prevent recurrences

When an injury or illness occurs, it may be a symptom that something is wrong in your company's safety and health program. A thorough, well documented injury or illness investigation will identify this problem and lessen the chance of its recurrence.

Who should investigate?

The principal investigator for all injuries and work-related illnesses is the employee's supervisor. The accident prevention coordinator is available to assist the supervisor with the investigation of injuries or illnesses.

Train your investigators

The key to good injury and illness investigations is having qualified investigators. Contact your GatesMcDonald representative for a 90-minute training program entitled "Better Accident Investigation." This program can be presented at your facility. It will help your supervisors improve their investigative skills.

Investigate all OSHA recordable injuries and illnesses

What injuries and illnesses should be investigated? At a minimum, all OSHA recordable injuries and illnesses should be investigated. Some employers also investigate near misses and frequently occurring first aid cases.

Investigation "tips"

A basic injury and illness investigation includes:

- Care for the injured.
- Inspect the scene.
- Interview witnesses and the injured employee.
- Determine the causes of the injury or illness.
- Identify corrective actions to prevent recurrence.
- Complete a supervisor's accident investigation report (see Appendix L for an example).
- Implement recommended corrective actions.
- Follow-up periodically to ensure the problem has not resurfaced.

The accident prevention coordinator receives a copy of all supervisors' injury and illness investigation reports and reviews each one for quality and thoroughness. The accident prevention coordinator follows up to be sure the appropriate corrective action has been taken to prevent this injury or illness from happening again.

Quality control for effective investigations

The accident prevention coordinator should be familiar with OSHA recordkeeping and injury and illness reporting requirements. These responsibilities can be delegated to a clerical person, but the accident prevention coordinator should train this person and conduct periodic audits to ensure required procedures are being followed.

Cost containment

Controls may reduce accident costs

The main objective of a safety and health program is, of course, to prevent injuries or illnesses from happening. The secondary objective is to mitigate the cost of those injuries or illnesses that do occur. Employers can realize substantial savings in both insured and uninsured accident costs by instituting cost containment measures designed to control the cost of injuries or illnesses that occur.

There are various cost containment measures that have been employed over the years to reduce workers' compensation claim costs.

Contact your representative on suspicious claims

If you suspect fraud, abuse, or malingering, do not hesitate to contact the Ohio Workers' Compensation Fraud Bureau at 1-800-837-1554. You may also contact your workers' compensation claims representative. These representatives have specialized procedures and resources at their disposal for the investigation of suspicious claims.

Return injured employees to modified duty

Establish a return-to-work program. By making a commitment to return injured employees to modified duty (when not prohibited by a labor agreement), you can:

- reduce your claim costs
- improve employee relations
- enhance your corporate image
- avoid costly litigation

Minimize medical costs

Medical bills represent more than 40 percent of all workers' compensation claim costs. GatesMcDonald has a strategy to help manage these medical costs. Contact your GatesMcDonald claims representative for further assistance.

Prevent overpayments

Workers' compensation medical payments should be coordinated with group health medical payments. Employees are not allowed to be paid twice for one medical bill. Monitor the benefit payments to verify that they are being paid correctly.

There is usually little need for legitimately injured employees to hire a lawyer to help them collect workers' compensation benefits. Workers' compensation is a type of no-fault insurance with benefit levels prescribed by law. Many employees do not understand workers' compensation benefits. You can help reduce your employees fear and misunderstanding by:

Communicate regularly with injured employees

- contacting injured employees soon after the accident to assure them that the claim has been promptly reported to the Bureau of Workers' Compensation, Claims Section
- periodically contact injured employees to determine their condition and answer their questions

- designating one person at the company for employees to contact with any questions or concerns they have about claim payments and benefits

Establishing controls to minimize claim costs is not only in the best financial interest of the employer, it is also in the best interest of the injured employee.

Fine-tuning your program

Zero in on your "Vital Few"

Recently, Wausau Insurance Companies studied thousands of workers' compensation injuries. They found that only 2 percent of the workers' compensation injuries accounted for 67 percent of the cost! They refer to these 2 percent of the injuries as the "Vital Few." For any safety and health program to be successful, it must first identify the "Vital Few" and then develop controls that target these types of injuries or illnesses.

Technical Guides identify "Vital Few"

GatesMcDonald has Technical Guides available that identify the "Vital Few" accidents within the many industries. See Appendix M for examples of our Technical Guides. In most industries, three to five accident types account for 50 percent to 80 percent of the total injury cost. Our Technical Guides are updated regularly and include practical ideas for controlling the "Vital Few" accident types. To find out if we have a Technical Guide on your industry, contact your GatesMcDonald representative.

Technical Guides help medium/small employers

Technical Guides are especially valuable for medium and smaller sized employers because the data is gathered from hundreds of employers in the same industry throughout the country. While your own company may not have had enough accidents to identify trends and priorities, the Technical Guides will inform you of accident trends that have been observed at other similar companies. This is, in effect, a way to learn from your competitors' mistakes.

Accident loss reports help larger employers

Larger employers usually generate a sufficient number of claims to enable them to identify their own accident trends. Larger employers should identify their own specific accident trends and their "Vital Few" by reviewing their company's accident loss reports.

Periodically adjust safety program

The key to fine tuning your program is to periodically analyze your losses to identify what your current "Vital Few" accidents are. Your safety and health program needs to be flexible enough to respond to these present accident trends. As new priorities are identified, modify your training, communication, motivation, and hazard assessment programs in order to "zero-in" on the new problem areas.

SECTION IV
RESOURCES & REFERENCES

Section IV - References/resources

GatesMcDonald loss control services

Loss control staff

We have access to Registered Professional Engineers, American Industrial Hygiene Board Certified Environmental Health Engineers and Chemists, Certified Safety Professionals, Certified Occupational Health Nurses, and other trained technical people available to assist you toward the goal of a safer and healthier workplace.

Safety consultants

- **Safety consultants** are trained and experienced in a broad variety of loss control issues. They can analyze your situation and then recommend effective and practical solutions. Additional in-depth service can be provided by our consultants who have had specialized training in various fields including:
  - construction safety
  - property fire protection
  - power press safety
  - vehicular loss control
  - production loss control
  - human factors engineering
  - loss control research

Occupational health consultants

- **Occupational health consultants**, are registered professional nurses experienced in occupational health nursing. They can help you establish a program to deal with areas particularly important to employee health and productivity, including:
  - emergency care pre-planning
  - employee health service planning
  - physical examination programs
  - hearing conservation injuries
  - programs relating to the back
  - occupational dermatitis
  - medical surveillance for occupational disease
  - employee assistance programs

Environmental health engineers

- **Environmental health engineers** can assist you in areas such as:
  - harmful dust, fumes, gases, mists
  - chemicals, safe handling and storage

- heat stress, noise
- air and water pollution
- consultation on respiratory and other personal protective equipment
- consultation on air sampling equipment needed for monitoring air contaminants, as required by regulatory agencies
- training in correct air sampling techniques

Education and training

- **Education and training specialists** conduct seminars and teleconferences to assist managers, supervisors and safety directors in becoming more effective in loss control. To find out more about our seminar and teleconference schedules for this year, contact your GatesMcDonald representative.

Loss control service capabilities

Laboratory

- **Environmental health laboratory –** This modern chemical analytical laboratory is designed to assist employers with meeting their responsibilities for controlling occupational disease hazards. The highly sensitive and accurate instrumentation (used to determine amounts of toxic substances in air and water samples) available in this facility include:
  - atomic absorption and ultra violet spectrophotometers
  - gas chromatograph
  - X-ray diffractometer

  The laboratory is also used as a research facility for studying air and water pollution, and also products liability. Our laboratory is accredited by the American Board of Industrial Hygiene.

Training aids

- **Training aids –** To reinforce our educational and training services, we have a broad selection of films, videotapes, posters, signs, booklets, and other media designed to educate and motivate managers, supervisors, and employees to achieve higher levels of safety awareness.

Technical information

- **Technical information –** Our consultants can provide information on applicable safety standards and codes and other requirements. We also provide advice on the control of new hazards arising from changes in raw materials, equipment, or methods.

Coordinated services

- **Coordinated services for multi-location companies –** A special system is used to meet the needs of companies with widespread locations, to help them achieve and maintain uniform loss control activities.

Media and reference

- **Media and reference services –** Wausau Insurance Companies maintains an extensive reference library at its Wausau, Wis., headquarters. This function has a comprehensive collection of references on occupational safety, industrial hazards and related subjects.

Upon request, the Media and Reference Services staff are prepared to research specific topics by utilizing the function's numerous media holdings and its computerized information retrieval system. This service is available by contacting your GatesMcDonald representative.

The services listed here are furnished only by request. We reserve the right to decline to furnish any of the described services.

GatesMcDonald offices

GatesMcDonald offices

Home Office
3455 Mill Run Drive
Hilliard, OH 43026-9079
(800) 551-4312 or (614) 777-3000
Fax (614) 777-3265

Canton Office
The Renaissance Centre
Suite 303
4580 Stephen Circle NW
Canton, OH 44718
(216) 494-9616
Fax (216) 494-9621

Cincinnati Office
Suite 403
4700 Ashwood Drive
Cincinnati, OH 45241-2466
(513) 489-2626
Fax (513) 489-6435

Cleveland Office
Suite 960
614 Superior Ave NW
Cleveland, OH 44113-1311
(216) 781-5555
Fax (216) 781-8538

Toledo Office
955 Commerce Drive
Perrysburg, OH 43551-5228
(419) 874-9188
Fax (419) 874-0473

Ohio Bureau of Worker's Compensation

Risk Technical Service
30 W. Spring Street, L-22
Columbus, OH 43266-0581
(800) 686-1553 or (614) 466-1015

Ohio Safety and Hygiene

Ohio Division of Safety and Hygiene

The Ohio Division of Safety and Hygiene offers a variety of services to assist employers with maintaining safe and healthful workplaces for their employees. The Division of Safety and Hygiene has regional offices throughout the state which provides prompt service to employers and employees. Services are generally provided at no charge.

Among the services provided are:

- Consultation – such as conducting surveys, evaluating safety programs, and limited on-site training. Provided through the regional office.
- Industrial hygiene and engineering – such as identifying and evaluating chemical and physical hazards, developing corrective measures,

evaluating safety of machines, structures and systems, and recommending code revisions and exemptions. Provided through the regional office.

- Ergonomics – such as analyzing physical relationship between worker and workplace, and formulating solutions for problems. Provided through the regional office.

- Division of Safety and Hygiene library – contains literature available to the public. For more information, call (800) 282-3045 or (614) 466-7388.

- The Ohio Center for Occupational Safety and Health – training center for Ohio employers and employees. For more information call (800) 533-7723 or (614) 577-9456.

- Video library – Hundreds of videos available. Only cost, returning them by insured mail. For more information, call (614) 577-9638.

- All-Ohio Safety and Health Congress and exhibit – Annual event covering latest developments and concerns in occupational safety and health. Open to public. Free. For information call (800) 686-1566.

- Safety councils and campaigns – In conjunction with Division of Safety and Hygiene, promotes safety and health awareness in communities. For more information, call (800) 686-1566.

Ohio offices

Safety and hygiene offices

Home Office
30 W. Spring Street
Columbus, OH 43266-0581
(800) 282-3045 or (614) 466-5563
Fax (614) 644-5707

Northeast Regional Office
Rockside Center III, Building A
5990 West Creek Road, Suite 120
Independence, OH 44131
(800) 828-1723 or (216) 573-7200
Fax (216) 573-7233

Northwest Regional Office
5555 Airport Highway, Suite 200
Toledo, OH 43615
(800) 628-5768 or (419) 867-6324
Fax (419) 867-6355

Southeast Regional Office
6929 Americana Parkway
Reynoldsburg, OH 43068
(800) 852-7464 or (614) 575-1190
Fax (614) 575-1198

Southwest Regional Office
8120 Washington Village Drive
Dayton, OH 45458
(800) 962-7768 or (513) 438-8876
Fax (513) 438-8602

Ohio Center for Occupational Safety and Health
13430 Yarmouth Drive
Pickerington, OH 43147
(800) 533-7723 or (614) 466-3385

Private sector resources

ASSE

American Society of Safety Engineers (ASSE)

The ASSE is a professional society whose mission is to foster the development of its members in occupational safety and health. Local chapters have monthly meetings where you can see presentations on injury and illness prevention, and have valuable informal discussions with other members.

National office

American Society of Safety Engineers
1800 East Oakton Street
Des Plaines, IL 60018-2187
(708) 692-4121, extension 228 or 254

Local councils

Local safety councils

Greater Cleveland Safety Council
1375 Euclid Avenue, Suite 417
Cleveland, OH 44115
(216) 621-0059

Safety Council of the Columbus Area
P.O. Box 1527
Columbus, OH 43216
(614) 225-6933
Fax (614) 221-1408

Dayton/Miami Valley Safety Council
5th and Main Streets
Dayton, OH 45402-2400
(513) 226-1444
Fax (513) 226-8294

Greater Hamilton Safety Council
840 High Street
Hamilton, OH 45011
(513) 896-5333
Fax (513) 896-5334

Safety Council of the Middletown Area
29 City Centre Plaza
Middletown, OH 45042
(513) 423-9758

Safety Council of Northwest Ohio
2602 Nebraska Avenue
Toledo, OH 43607
(419) 535-1400
Fax (419) 535-0501

Safety Council of Northeastern Ohio
25 East Boardman Street
Youngstown, OH 44503
(216) 747-8657
Fax (216) 747-6141

Others

Other associations

American Conference of Governmental Industrial Hygienists
6500 Glenway Avenue, Bldg. D-7
Cincinnati, OH 45211-4438

American Industrial Hygiene Assn.
475 Wolf Ledges Parkway
Akron, OH 44311
(216) 762-7294

American Red Cross National Headquarters
Safety Programs
18th and E Streets, N.W.
Washington, D.C. 20006

Public sector resources

Ohio OSHA

Ohio OSHA offices

36 Triangle Park Drive
Cincinnati, OH 45246
(513) 841-4132

Federal Office Bldg. - Rm. 899
1240 East Ninth Street
Cleveland, OH 44199
(216) 522-3818

Federal Office Bldg. - Rm. 620
200 N. High Street
Columbus, OH 43215
(614) 469-5582

Federal Office Bldg. - Rm. 734
234 North Summit Street
Toledo, OH 43604
(419) 259-7542

Selected references

Periodicals

Periodicals

Occupational Health & Safety
PO Box 7573
Waco, TX 76714-9986

Professional Safety
ASSE
1800 East Oakton Street
Des Plaines, IL 60018-2187

Safety & Health Magazine
PO Box 11933
Chicago, IL 60611-9938

Catalog of Publications and Training Materials
ASSE
Department F
1800 East Oakton Street
Des Plaines, IL 60018-2187
(708) 692-4121, ext. 18

Publications

Government publications

Concepts and Techniques of Machine Safeguarding
Superintendent of Documents
U.S. Government Printing Office
Washington, DC 20402-9325
(202) 783-3238

Occupational Injuries and Illnesses in the United States
Superintendent of Documents
U.S. Government Printing Office
Washington, DC 20402-9325
(202) 783-3238

Standards

Safety, industrial hygiene and fire protection standards

Catalog of American National Standards for Safety and Health
American National Standards Institute, Inc.
1430 Broadway
New York, NY 10018
(212) 354-3300

National Fire Codes
National Fire Protection Association
Batterymarch Park
Quincy, MA 02269
(800) 344-3555

Threshold Limit Values for Chemical Substances and Physical Agents and Biological Exposures Indices
American Conference of Governmental Industrial Hygienists
6500 Glenway Avenue, Building D7
Cincinnati, OH 45211
(513) 661-7881

References

Safety booklets and references

Channing L. Bete Co.
200 State Road
South Deerfield, MA 01373-0200
(800) 628-7733

Educational Resources Inc.
5534 Bush River Road
Columbia, SC 29212

Krames Communications
312 - 90th Street
Daly City, CA 94015-1898

Worksafe Services Group Inc.
25251 Paseo de Alicia, Suite 101
Laguna Hills, CA 92653-4694
(714) 583-1760

Best's Safety Directory
A.M. Best Co.
Oldwick, NJ 08858
(201) 493-2200

Safety Short Productions Inc.
2960 North 23rd Street
LaPorte, TX 77571
(800) 458-2236

Accident Facts
National Safety Council
444 North Michigan Avenue
Chicago, IL 60611-3991

Various OSHA publications
OSHA Publications Office
200 Constitution Avenue, NW
Room N3101
Washington, D.C. 20210

SECTION V
APPENDICES

10-step business plan checklist

The 10-Step Business Plan is designed to help employers manage their accident prevention and claims management systems and processes more effectively. This results in reduced accidents and workers compensation loss. Employers should incorporate the 10 steps into their day-to-day business strategy.

Indicate your assessment of the current level of performance associated with each business plan step by marking the box following each line item.

Key: None = no attempt, activity or use
Fair = some effort to utilize the element, but more work needs to be done
Good = a solid and credible effort at incorporating the element into organizational operations and processes. Continued efforts will bring success.
Not applicable = approach not relevant to our organization and will not likely be of value

1. **Visible active senior management leadership** – Organizations establish safety and health as a core value of their organization. Senior management, including the top executive on site, must be the role model for all other employees to create a safe working environment. Active leadership must include, at a minimum:

	none	fair	good	n/a
• authorizing the necessary resources for accident prevention	☐	☐	☐	☐
• discussing safety processes and improvements regularly during staff or employee meetings	☐	☐	☐	☐
• ensuring that all members of management are held accountable for accident prevention activities and for managing accident prevention processes	☐	☐	☐	☐
• empowering employees to take an active part in maintaining a safe workplace	☐	☐	☐	☐
• annually assessing the success of the safety process by utilizing perceptions surveys, personal interviews and behavior sampling strategies	☐	☐	☐	☐
• other_____	☐	☐	☐	☐

2. **Employee involvement and recognition** – Both management and employees must actively participate in the safety and health management process in order to maximize effectiveness. Employees must be given the opportunity to participate in the safety management and the decision making/problem solving processes. Employee participation opportunities include, but are not limited to:

• safety and health involvement teams	☐	☐	☐	☐
• focus groups	☐	☐	☐	☐
• safety and health teams	☐	☐	☐	☐

	none	fair	good	n/a
• accident investigations	☐	☐	☐	☐
• safety and health audits	☐	☐	☐	☐
• safety and health training programs	☐	☐	☐	☐
• other_____	☐	☐	☐	☐

It may be helpful or even necessary to provide employees more education in the following areas so they can participate in meaningful discussions:

• problem solving skills, such as brainstorming	☐	☐	☐	☐
• use of cause and effect diagrams	☐	☐	☐	☐
• use of decision analysis techniques	☐	☐	☐	☐
• other_____	☐	☐	☐	☐

Establish a program to identify and formally recognize employees for excellence in accident prevention. Recognition opportunities could include:

• consistently high contribution to safety and health	☐	☐	☐	☐
• contribution to continuous improvement through participation in problem solving, decision making or perception surveys	☐	☐	☐	☐
• suggestions for safety improvements, or employees who complete special safety projects	☐	☐	☐	☐
• other_____	☐	☐	☐	☐

3. **Medical treatment and return to work practices** – Establish a post-injury or disability management policy and procedure to help injured or ill employees obtain quality medical care and to return to work. Components of the disability management procedure must include, at a minimum:

• establishing and communicating the procedures for obtaining medical treatment	☐	☐	☐	☐
• reporting injuries/illnesses immediately to the supervisor	☐	☐	☐	☐
• regular supervisory communications with the off-work employees while convalescing	☐	☐	☐	☐
• investigation of all accidents within 24 hours to identify system/ process improvements so corrective measures can be taken	☐	☐	☐	☐
• when not prohibited by labor agreement, a modified duty program that allows employees to return to work in a productive capacity during the recuperative period	☐	☐	☐	☐
• other_____	☐	☐	☐	☐

4. **Communications** – Include regular communication, verbal and written, on matters affecting the safety and health of employees in your approach to managing safety and health. Communications include:

	none	fair	good	n/a
• quarterly written or verbal feedback (or both) to all employees on their accident prevention performance	☐	☐	☐	☐
• a process for communicating upward, as well as downward and throughout the organization	☐	☐	☐	☐
• feedback, which includes the organization's overall safety and health performance	☐	☐	☐	☐
• other_____	☐	☐	☐	☐

5. **Timely notification of accidents/claims** – Immediately report claims to GatesMcDonald.

• claims are reported in a timely manner	☐	☐	☐	☐
• other_____	☐	☐	☐	☐

6. **Safety and health process coordination** – Designate an individual as the Accident Prevention Coordinator and give this person authority to act as a resource to coordinate and facilitate the organization's overall safety and health approach for accident/illness prevention. A person acting as coordinator does not assume operational responsibility for safety and health, but supports line management, supervision, and employees to prevent accidents. Duties must include:

• helping management and employees identify accident prevention and safety training needs (possibly through the use of perception surveys, interviews, behavior sampling, or other method)	☐	☐	☐	☐
• assisting supervision to implement changes or develop strategies that improve safety and health	☐	☐	☐	☐
• identifying and communicating new safety and health requirements	☐	☐	☐	☐
• compiling accident or illness-related records	☐	☐	☐	☐
• tracking progress on safety-related projects	☐	☐	☐	☐
• working with employees to optimize safe work practices	☐	☐	☐	☐
• other_____	☐	☐	☐	☐

NOTE: An employer may choose to delegate these functions to more than one person. A small company owner may assume these duties or delegate them to a manager. In either case, the accident prevention coordinator(s) must attend at least one safety and health management seminar each year.

7. **Orientation and training** – Identify and respond to the specific training needs of your employees including supervisors, managers and team leaders. Develop a written safety and health training program that documents specific training objectives and instruction processes.

Orientation must include:

	none	fair	good	n/a
• the company safety and health policy	☐	☐	☐	☐
• employee responsibilities	☐	☐	☐	☐
• medical procedures, such as how and when to report injuries or illnesses	☐	☐	☐	☐
• actions to take in case of emergencies	☐	☐	☐	☐
• how to report unsafe practices or conditions	☐	☐	☐	☐
• return-to-work procedures	☐	☐	☐	☐
• other_____	☐	☐	☐	☐

Safety and health training must include:

• specific job/task safe work practices and hazard recognition; at a minimum, training must cover procedures for the safe and efficient use of machinery and tools	☐	☐	☐	☐
• ergonomic risk factors, including the prevention of cumulative trauma disorders	☐	☐	☐	☐
• if appropriate, training should also focus on chemical hazards and how to prevent contact or exposure	☐	☐	☐	☐
• procedures for lockout/tagout, hot work permit, and confined space entry	☐	☐	☐	☐
• other_____				

NOTE: Document all training to include the date, topics covered, instructor's name, and the names of employees attending the training session. Have each employee in attendance sign the documentation form on the day of completion.

8. **Written and communicated safe work practices** – Guidance for employees in the form of written safe work practices is important for a clear understanding of job requirements and responsibilities. Both general and job-specific safe work practices must be identified, documented and made available. Provide employees with a copy of the general safe work practices. Have all employees sign a statement indicating that they have read, understand and will follow the safe work practices. General safe work practices knowledge expected of most employees include, but is not limited to:

• contributing to good housekeeping	☐	☐	☐	☐
• using personal protective equipment	☐	☐	☐	☐
• first aid procedures	☐	☐	☐	☐

	none	fair	good	n/a
• ergonomic principles	☐	☐	☐	☐
• respiratory protection	☐	☐	☐	☐
• confined space entry	☐	☐	☐	☐
• other_____	☐	☐	☐	☐

NOTE: Job specific safe work practices apply to operations and tasks that involve recognized hazards and risks associated with specific job functions and procedures. Job specific safe work practices must be posted or made readily available in the work area.

9. **Written safety and health policy** - Your top executive must sign a safety policy document which is to be given to all new hires. Communicate the policy to all employees and then review with them on an annual basis. It must include:

• management, supervisory and employees' responsibilities established in support of the organization's commitment to workplace safety and health	☐	☐	☐	☐
• commitment to getting injured or ill employees returned to work at the earliest opportunity	☐	☐	☐	☐

10. **Recordkeeping and data dnalysis** – Compile occupational accident and illness related data in order to:

• identify safety process problems	☐	☐	☐	☐
• help manage the compensation process	☐	☐	☐	☐
• provide information necessary for developing solutions to problems	☐	☐	☐	☐

NOTE: Timely feedback on accidents, causes and trends for managers, supervisors, and employees is important for identifying system improvements and for tracking progress.

Claims and cost information, especially when linked with specific operating units, helps the organization understand their role in helping to achieve maximum profitability. You should demonstrate, on a regular basis for your employees, the following types of information:

• the linkage between accident prevention and profitability	☐	☐	☐	☐
• effective operations	☐	☐	☐	☐
• specific costs associated with safety and health problems and accidents	☐	☐	☐	☐

Summary of evaluation

Key areas

1. Visible, active senior management leadership

Assessment:

Recommendations:

2. Employee involvement and recognition

Assessment:

Recommendations:

3. Medical treatment and return-to-work

Assessment:

Recommendations:

4. Communication

Assessment:

Recommendations:

5. Timely notification of claims

Assessment:

Recommendations:

6. Safety and health process coordination

Assessment:

Recommendations:

7. Orientation and training

Assessment:

Recommendations:

8. Written and communicated safe-work practices

Assessment:

Recommendations:

9. Written safety and health policy

Assessment:

Recommendations:

10. Recordkeeping and data analysis

Assessment:

Recommendations:

_____
(company name)

Injury and illness prevention policy

_____ believes that employee safety and health are
(company name)
asimportant to our business as production and quality. No job is so important or urgent that we cannot take the time to perform it safely.

Our corporate goal is to maintain a lost workday incident rate that is better than the national average for the _____ industry.
(the company's type of industry)

To achieve this, _____will develop and maintain a
(company name)
comprehensive injury and illness prevention program.

_____ has been appointed the "accident prevention
(accident prevention coordinator)
coordinator" for our program. He/she has been given the authority and time to administer the program.

A written injury and illness prevention program has been developed and approved. It specifies the policies, procedures, and rules that will help _____
(company name)
_____ achieve our safety goals. All employees are encouraged to review this program and to actively participate in its execution.

_____
President

Safety team meeting worksheet

1. Accident prevention coordinator

____ Designated
____ Sufficient time
____ Duties defined

2. Written program

____ Statement of safety policy
____ Table of contents
____ Section on program elements
____ Copies for managers, employees, inspectors
____ Periodic review and update
____ Periodic review and update

3. Training and instruction

____ When program established
____ New employees
____ New job assignments
____ Workplace changes
____ Newly reported hazards
____ Supervisors safety training
____ Documentation of all training
____ Classification of hazard severity
____ Quality control system
____ Records kept three years

4. Employee communications

____ Open door policy
____ Safety suggestion program
____ Safety meetings
____ Safety bulletin boards
____ Safety signs
____ Safety newsletters
____ Safety and health booklets
____ Accident alert notices
____ Labor/management safety committee

5. Incentive and motivation programs

____ Safety rules established
____ Rules reviewed with new and current employees
____ Rules enforced by supervisor
____ Rule violations documented
____ Safety contests instituted
____ Supervisors recognize safe behavior

6. Hazard assessment

____ Initial departmental inspections
____ Initial critical items inspections
____ Initial special purpose inspections
____ Periodic critical items inspections
____ Periodic departmental inspections
____ Periodic special purpose inspections
____ Change in workplace inspections
____ Newly reported hazard inspections

7. Hazard control

____ Timely correction of hazards based upon severity
____ Employee removal from imminent hazard area
____ Documentation of all inspections and corrective actions
____ Quality control system
____ Records kept three years

8. Accident investigation

____ Supervisors trained
____ Supervisor's injury and illness investigation form used
____ All injuries and illnesses investigated
____ Corrective action recommended and implemented
____ Quality control system

ATTENDING PHYSICIAN'S RETURN TO WORK RECOMMENDATIONS RECORD

Company Name

Patient's Name (First) (Middle Initial) (Last) | Date of Injury/Illness

Diagnosis

TO BE COMPLETED BY ATTENDING PHYSICIAN - PLEASE CHECK

I saw and treated this patient on _____ (Date) and:

1. ☐ Recommend his/her return to work with no limitations on _____ (Date).
2. ☐ He/She may return to work capable of performing the degree of work checked below with the following limitations:

DEGREE	LIMITATIONS
☐ **Sedentary Work.** Lifting 10 pounds maximum and occasionally lifting and/or carrying such articles as dockets, ledgers, and small tools. Although a sedentary job is defined as one which involves sitting, a certain amount of walking and standing is often necessary in carrying out job duties. Jobs are sedentary if walking and standing are required only occasionally and other sedentary criteria are met. ☐ **Light Work.** Lifting 20 pounds maximum with frequent lifting and/or carrying of objects weighing up to 10 pounds. Even though the weight lifted may be only a negligible amount, a job is in this category when it requires walking or standing to a significant degree or when it involves sitting most of the time with a degree of pushing and pulling of arm and/or leg controls. ☐ **Medium Work.** Lifting 50 pounds maximum with frequent lifting and/or carrying of objects weighing up to 25 pounds. ☐ **Heavy Work.** Lifting 100 pounds maximum with frequent lifting and/or carrying of objects weighing up to 50 pounds. ☐ **Very Heavy Work.** Lifting objects in excess of 100 pounds with frequent lifting and/or carrying of objects weighing 50 pounds or more.	1. In an 8 hour work day patient may: a. Stand/Walk ☐ None ☐ 4-6 Hours ☐ 1-4 Hours ☐ 6-8 Hours b. Sit ☐ 1-3 Hours ☐ 3-5 Hours ☐ 5-8 Hours c. Drive ☐ 1-3 Hours ☐ 3-5 Hours ☐ 5-8 Hours 2. Patient may use hands for repetitive: ☐ Single Grasping ☐ Pushing & Pulling ☐ Fine Manipulation 3. Patient may use feet for repetitive movement as in operating foot controls: ☐ Yes ☐ No 4. Patient is able to: Frequently / Occasionally / Not at all a. Bend .... ☐ ☐ ☐ b. Squat ... ☐ ☐ ☐ c. Climb ... ☐ ☐ ☐
Other Instructions and/or Limitations:	

3. ☐ These restrictions are in effect until _____ (Date) or until patient is reevaluated on _____ (Date).
4. ☐ He/She is totally incapacitated at this time. Patient will be reevaluated on _____ (Date).

Physician's Signature | Date

AUTHORIZATION TO RELEASE INFORMATION

I hereby authorize my attending physician and/or hospital to release any information or copies thereof acquired in the course of my examination or treatment for the injury identified above to my employer or his representative.

Patient's Signature | Date

Safety director responsibilities

Professional development

- Establish and maintain a health and safety reference library.
- Keep apprised of changes in health and safety regulations.
- Participate in professional organizations related to occupational health and safety.

Program development and administration

- Develop and maintain the written safety and health program.
- Develop and maintain safety and health policies and procedures to include:
  - safety rules
  - incentive and motivation programs
  - accident investigations
  - safety inspections
- Plan and prepare for natural and "man-made" disasters.
- Establish a medical program which includes on-site first aid capabilities and off-site emergency medical care.

Training and communication

- Provide a general safety orientation to all new employees.
- Chair the Labor/Management Safety Committee.
- Train managers and supervisors in their safety responsibilities.
- Accompany outside safety inspectors and consultants on tours of the facilities.
- Follow up on recommendations generated by outside safety inspectors and consultants.
- Determine the need for surveys by specialists, such as fire protection engineers, industrial hygienists, and ergonomists.

Internal consultant

- Work with Human Resources to assure safe placement and job assignment.
- Conduct hazard analysis of existing facilities and operations.
- Work with plant engineering on special hazards.
- Study hazards of planned and proposed facilities and operations.

- Conduct a thorough investigation of those accidents where specialized knowledge is required.
- Conduct research on technical safety problems.

Information management

- Maintain the injury and illness recordkeeping system.
- Maintain documentation on all aspects of the safety and health program.

Measuring performance and results

- Audit supervisory safety performance.
- Audit middle and upper management safety performance.
- Audit company safety performance.

Worksheet for Job Safety Analysis

JOB		JSA BY
SUPERVISOR	SECTION	REVIEWED BY
UNIT	DATE OF ANALYSIS	APPROVED BY

BRIEFLY DESCRIBE THE JOB, ITS BEGINNING, END, AND RESULT TO BE ACHIEVED

REQUIRED AND/OR RECOMMENDED PERSONAL PROTECTIVE EQUIPMENT

SEQUENCE OF BASIC STEPS	POTENTIAL ACCIDENTS OR HAZARDS	SAFE JOB PROCEDURE

F-1

Wausau Insurance Companies
Nationwide Insurance Enterprise

SEQUENCE OF BASIC STEPS	POTENTIAL ACCIDENTS OR HAZARDS	SAFE JOB PROCEDURE

This worksheet can be used both to develop JSA's and to record the final version as a training guide.

Training tips

Be prepared

1. Identify your objectives. What behavior are you trying to change?
2. Develop an outline.
3. Rehearse your presentation.
4. Select audio/visual support material (videos, handouts, etc).
5. Arrange for needed audio/visual equipment.
6. Make sure training room is comfortable and free of distractions.
7. Announce meeting well in advance.

The presentation

1. Warm up the audience.
2. Make them want to listen. Why listen to you? What's in this for them?
3. Emphasize group participation. Employ interactive exercises to get them involved.
4. Encourage questions. Get the group to answer their own questions.
5. Repeat your main points. Repetition leads to increased retention.
6. Test them. See what they learned. Ask questions. Have them do it. No written tests.

Follow up

1. Observe employee behavior.
2. Recognize positive improvements in behavior.
3. If unsatisfactory improvement, does problem lie with training, motivation, or other?

Safety Training Certificate

Employee's Name _____ Social Security # _____

Employee's Position _____

Title of Training Program _____

Trainer's Name _____ Trainer's Title _____

Training Date _____ Length _____ to _____ Language _____

Purpose of Training (check one)

- ☐ Start up of program
- ☐ General safety orientation
- ☐ Job Specific safety training
- ☐ New chemical, equipment, or procedure
- ☐ Newly reported hazard
- ☐ Supervisors safety orientation

Description of Training:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

EMPLOYEE'S SIGNATURE

TRAINER'S SIGNATURE

Forward copy of this report to "Responsible Person"

Nationwide® Insurance Enterprise

CB0594
03-95

Senior management safety survey

Check each activity that senior management at your company does:

- ☐ Issues a written injury and illness prevention policy.
- ☐ Wears appropriate safety gear while touring the plant.
- ☐ Discusses safety with employees during periodic plant tours.
- ☐ Is familiar with details of safety program and safety rules.
- ☐ Presents safety awards to employees.
- ☐ Participates, as a student, in some safety training programs, such as first aid, CPR, and fire extinguishers.
- ☐ Occasionally attends, as an observer, employee safety meetings
- ☐ Keeps informed of leading causes of accidents.
- ☐ Receives copies of supervisors accident investigation reports.
- ☐ Interviews plant (or department) managers when one of their employees has a lost-time accident.
- ☐ Attends meetings with safety consultants.
- ☐ Receives copies of safety reports.
- ☐ Receives copies of safety committee minutes.
- ☐ Reviews regular reports on safety achievements.
- ☐ Safety is an agenda item at staff and department meetings.
- ☐ Reviews loss runs.

Total number of items checked

Hazard Survey Report

WAUSAU

Area/Job Inspected _____ Date _____ Time _____ to _____

Inspector _____ Title _____

Type of Inspection: ☐ Initial ☐ Scheduled Periodic
- — departmental
- — critical item
- — special purpose

☐ Newly Reported Hazard

☐ Workplace Change
- — chemical
- — equipment
- — procedure

UNSAFE CONDITION OR WORK PRACTICE	HAZARD TYPE	INTERIM PROTECTION	PROPOSED PERMANENT CORRECTIVE ACTION	DATE COMPLETED

Forward copy of this report to "Responsible Person"

CB0535
01-95

Hazard Assessment For Personal Protective Equipment

Company _____ Date _____

Department _____ Job Title _____

Personal Protective Equipment in use _____

TASK DESCRIPTION	BODY PARTS				HAZARD CATEGORY							
	Eye/Face	Head	Foot	Hand	Impact	Pierce	Compress	Chemical	Heat	Dust	Light	Electric

Assessment performed by _____ Date _____

This form is a tool that may be used to collect data to determine if there are workplace hazards present which would require the use of personal protective equipment (PPE) on a given job (similar to a Job Safety Analysis). List each task element of a job and then check off the body parts that could be affected by the hazards of this task and all of the hazard categories that apply. Once the data is collected the hazards of the job must be assessed and appropriate PPE selected.

The following information from Appendix B of OSHA Personal Protective Equipment standard (CFR 1910.132) should be considered:

1. Controlling hazards.

PPE devices alone should not be relied on to provide protection against hazards, but should be used in conjunction with guards, engineering controls, and sound manufacturing practices.

2. Assessment and selection.

It is necessary to consider certain general guidelines for assessing the foot, head, eye and face, and hand hazard situations that exist in an occupational or educational operation or process, and to match the protective devices to the particular hazard. It should be the responsibility of the safety officer to exercise common sense and appropriate expertise to accomplish these tasks.

3. Assessment guidelines.

In order to assess the need for PPE the following steps should be taken:

a. Survey.
Conduct a walk-through survey of the areas in questions. The purpose of the survey is to identify sources of hazards to workers and co-workers. Consideration should be given to the basic hazard categories:

(a) Impact
(b) Penetration
(c) Compression (roll-over)
(d) Chemical
(e) Heat
(f) Harmful dust
(g) Light (optical) radiation

K-2

b. Sources.
During the walk-through survey the safety officer should observe:

(a) sources of motion; i.e., machinery or processes where any movement of tools, machine elements or particles could exist, or movement of personnel that could result in collision with stationary objects:
(b) sources of high temperatures that could result in burns, eye injury or ignition of protective equipment, etc.;
(c) types of chemical exposures;
(d) sources of harmful dust;
(e) sources of light radiation, i.e., welding, brazing, cutting, furnaces, heat treating, high intensity lights, etc.;
(f) sources of falling objects or potential for dropping objects;
(g) sources of sharp objects which might pierce the feet or cut the hands;
(h) sources of rolling or pinching objects which could crush the feet;
(i) layout of workplace and location of co-workers; and
(j) any electrical hazards. In addition, injury/accident data should be reviewed to help identify problem areas.

c. Organize data.
Following the walk-through survey, it is necessary to organize the data and information for use in the assessment of hazards. The objects is to prepare for an analysis of the hazards in the environment to enable proper selection of protective equipment.

d. Analyze data.
Having gathered and organized data on a workplace, an estimate of the potential for injuries should be made. Each of the basic hazards (paragraph 3.a.) should be reviewed and a determination made as to the type, level of risk, and seriousness of potential injury from each of the hazards found in the area. The possibility of exposure to several hazards simultaneously should be considered.

SUPERVISOR'S ACCIDENT INVESTIGATION REPORT

Injured Employee _____ Employee Number _____

Job Title _____

Accident Location _____

Injury Date _____ Time _____ AM-PM Date Reported _____ Last Day Worked _____

Name & Address of Doctor/Hospital _____

_____

Did employee return to work? ☐ Yes ☐ No If yes, date returned _____

Describe injury or alleged injury _____

_____

Description of accident _____

_____

_____

_____

Witnesses _____

_____

Did equipment malfunction? ☐ Yes ☐ No If yes, describe on reverse side.

Describe damage to equipment or property _____

_____

_____

What caused the accident? (See cause and effect factors on cover) _____

_____

_____

_____

_____

_____

_____

What action has been or will be taken to prevent recurrence? _____

_____ (continue on reverse side)

Supervisor and Dept _____ Date _____

Form Furnished by Wausau Insurance Companies, Wausau, Wisconsin
(For Policyholder's Internal Use Only)

CB0456 09-94 (over) PRTD USA

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REVIEW BY SUPERINTENDENT OR MANAGER

Recommendations or orders

_____

_____

_____

_____

_____

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WAUSAU

Table of Contents

See next page

W.C. Classification	Code No.	Form No. (CB)
Pile Driving & Drivers	6003	0097
Planing or Molding Mill	2731	0098
Plastering	5480	0099
Plastics Manufacturing - Molded Products	4484	0100
Plastics Manufacturing - Fabricated Products	4452	0101
Plastics Manufacturing - Sheets, Rods or Tubes	4459	0102
Plumbers Supplies Manufacturing	3188	0103
Plumbing	5183	0104
Police Officers & Drivers	7720	0105
Power Line Construction	7538	0047
Printing	4299	0106
Pump Manufacturing	3612	0107
Quarries	1624	0108
Radio and Television Broadcasting Station & Drivers	7610	0109
Restaurant	9079	0110
Roofing	5551	0111
Rubber Goods Manufacturing	4410	0112
Salespersons	8742	0113
Sand or Gravel Digging	4000	0114
Sawmill	2710	0116
Sewer Construction & Drivers	6306	0117
Sheet Metal Work Erection	5538	0119
Sheet Metal Work - Shop	3066	0118
Stationery Manufacturing	4251	0120
Storage Warehouse - Furniture & Drivers	8293	0121
Storage Warehouse - General Merchandise	8292	0122
Store - Retail	8017	0123
Store - Wholesale	8018	0124
Street or Road Construction - Clearing of Right of Way	5507	0126
Street or Road Construction, Paving or Repaving	5506	0125
Tank Building - Metal - Shop	3620	0127
Tanning	2623	0128
Telephone or Telegraph Company & Drivers	7600	0130
Telephone or Television Apparatus Manufacturing	3681	0129
Tile, Stone, Mosaic or Tarrazzo Work - interior construction only	5348	0131
Tool Manufacturing	3113	0132
Trucking	7219	0133
Upholstering	9522	0134
Vending Machine Installation, Service or Repair and Sales, Drivers	5192	0135
Veneer Products Manufacturing	2915	0136
Wallboard Installation & Drivers	5445	0137
Waterworks Operations & Drivers	7520	0138
Wire Goods Manufacturing	3257	0139
Wood Box Manufacturing	2759	0140
Woodenware Manufacturing	2841	0141
Wood Sash and Door Manufacturing & Drivers	2737	0115

General Technical Guides providing information on high loss potential equipment, processes or substances:

Aerial Work Platform	0144
Front-End Loader	0143
Lathe	0148
Power Press	0145
Press Brake	0147
Truck Hoist	0146

Environmental Health Engineering Technical Guides

Carbon Monoxide Hazard Control	0563
Chemical Hazard Control-Glove Selection and Use	0552
Cyanide Storage and Handling	0547
Managing Confined Space Hazards	0562
Respiratory Protection (Program Development)	0416