

Everyday OSHA Safety & Health Management

A safety professional's proactive and practical approach to worker safety



Program Evaluation & Improvement



Education & Training



Hazard Identification



Management Leadership



Hazard Prevention & Control



Worker Participation

Essential to Every Workplace Safety Compliance Library



J. J. Keller
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Since 1953


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Everyday OSHA Safety and Health Management

Introduction

Creating and maintaining a safe workplace is an ongoing challenge for any business. To this end, *Everyday OSHA Safety and Health Management* provides information and tools to help beginning safety professionals, as well as experienced pros, attain their safety and health goals.

This publication provides a single source for quick answers to a broad range of topics, as well as extensive guidance on implementing a safety and health management system, which entails management leadership and buy-in; employee involvement; hazard prevention, identification, and control; training; and program evaluation. You will find guidance on measuring safety in your workplace, with a *focus on leading indicators of safety*.

While the publication does include substantial information on OSHA and compliance, the main focus is on managing the day-to-day aspects of safety; in other words, helping you determine what to focus on and then giving you tools and resources to help you reach your goals, using such topics as *costs/benefits* and *ROI of safety* (in other words, getting management buy-in), supervisor involvement, establishing work rules, and using motivational techniques.

The publication contains many forms you can use to manage *day-to-day safety*, such as a Safety Perception Survey, PPE Hazard Assessment form, and Hazard Tracking form. And, the “Quick Hits” section provides action steps, required training elements, tips, FAQs, and checklists for over 25 key workplace safety topics.

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Introduction

Safety professionals need to keep programs fresh, and safety at the top of employees' minds. It can be a challenge, though. This section is all about providing fresh ideas to kick-start your safety effort. Some will be smaller activities to raise interest, some will be larger projects to make significant change.

Activities

Following are some activities that can assist you in your safety efforts.

Start a Safety Bulletin Board

Safety bulletin boards can be great ways to showcase your safety efforts and to increase awareness of important safety issues. Here are some ideas for items to feature on a bulletin board:

- Injury rates, days without lost time, etc.
- Workers' comp statistics
- List of safety committee members
- List of emergency responders
- Emergency information
- Training sign-up sheets
- New Safety Data Sheet updates
- Safety committee meeting minutes
- Cost of safety (Indirect and direct accident costs)
- Risk matrix
- Safety slogans
- Contests/winning entries
- "Caught in the act" (of working safely) (Can also ask employees to bring photos from home of something safety related they did, such as wearing PPE while mowing)
- Pamphlets/handouts (on pertinent safety topics)
- Small mirror with "We are all responsible for safety!" above it
- Cartoons
- Safety suggestion box/forms
- Stretching/exercise illustrations
- Seasonal safety information (e.g., summer = boating safety)



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Start a What's-Wrong-With-This-Picture Contest

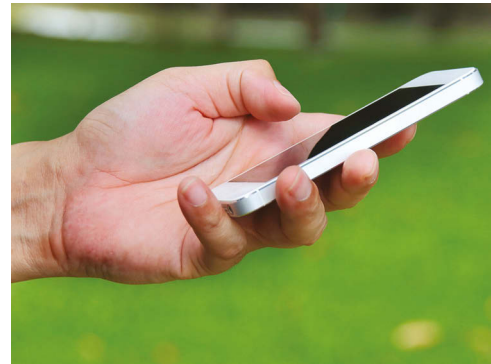
What's-Wrong-With-This-Picture exercises are great ways to get employees involved in hazard recognition. But, where do you come up with the pictures and activities? Following are a few resources to get your started.

- Oregon OSHA: www.orosha.org/interactive/ww/whats_wrong_with_this_pic.html
- Minnesota OSHA: www.doli.state.mn.us/OSHA/BestofWorst.asp
- Tennessee OSHA: <http://www.state.tn.us/labor-wfd/tosha/violation.shtml>
- Navy Safety Center Photos of the Week archive www.public.navy.mil/navsafecen/Pages/photo/photo_archives.aspx

Use Your Smart Phone for Safety

With most smart phones these days coming equipped with digital cameras and computing capabilities, it's a natural fit for safety professionals to utilize the devices on the job. There are countless uses for smart phones when it comes to safety, including:

- Photographing accident scenes;
- Documenting deficiencies during incidents/walkthroughs;
- Calculations/conversions;
- Noise-level measurement;
- Showing safety videos (if your phone has an output feature to a television or projector); and
- Accessing reference materials, to name a few.



Most smart phones will allow you to fairly easily upload your data and pictures to your computer or else access them through the “cloud,” making audit/inspection/investigation reports much easier to manipulate. There are also several apps (applications) pre-made to help you with various safety activities, including:

- **NIOSH Ladder Safety app**—The National Institute for Occupational Safety and Health (NIOSH) recently announced the availability of a new Ladder Safety smart phone app. This new app uses visual and audio signals to make it easier for workers using extension ladders to check the angle the ladder is positioned at, as well as access useful tips for using extension ladders safely. The app is available for free download for both iPhone and Android devices. The new smart phone app provides three methods for proper ladder setup: (1) Measuring Tool - Actually uses the phone's positioning capabilities to guide the user through beeps. (2) Body Method - Provides instructions based on where the palms/shoulders should be relative to the ladder. (3) 4:1 ratio - Provides instructions for using the 4:1 ratio of ladder setup. To learn more and download the Ladder Safety app visit www.cdc.gov/niosh/topics/falls/.
- **Safe Lifting app** from Oregon OSHA—If you've ever wondered “how much is too much” for a worker to lift, you're not alone. Many supervisors and safety professionals have this same question. Given the frequency of lifting in workplace settings, it is surprising to many that OSHA does not set maximum weight limits or provide much guidance on what is a safe lift. To further complicate matters, many of the tools that have been available, such as the NIOSH Lifting Equation, can be complex. There is, however, a new tool developed by Oregon OSHA that allows users to quickly determine

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how much can be safely lifted. The tool walks users through an illustrated and interactive 3-step process: (1) First, users select the beginning position of the lift; (2) Next, users pick the lifts per minute and hours of lifting per day; and (3) Finally, the results show the lifting weight limit (with an additional limit for more than 45 degrees of twisting during lifting.) To access the tool, visit <http://bit.ly/OROSHA-LiftTool>.

- **OSHA Heat Stress app**—The app allows workers and supervisors to calculate the heat index for their worksite, and, based on the heat index, displays a risk level to outdoor workers. Then, with a simple “click,” you can get reminders about the protective measures that should be taken at that risk level to protect workers from heat-related illness—reminders about drinking enough fluids, scheduling rest breaks, planning for and knowing what to do in an emergency, adjusting work operations, gradually building up the workload for new workers, training on heat illness signs and symptoms, and monitoring each other for signs and symptoms of heat-related illness. To download the app, visit www.osha.gov/SLTC/heatillness/heat_index/heat_app.html

Uncover Your Safety Culture

As a safety professional, you may have a solid understanding of how your workers feel about the company’s safety program. But, are you certain? If you really want to find out what people think, meet with workers (usually best if done by department) for a lively discussion on the safety culture. Consider some of these topics:

- Who is responsible for your safety: you, your coworkers, or your employer?
- What has top priority: safety, production, or quality?
- How should hazards be reported and corrected?
- How should suggestions for safety improvements be handled?
- What is the purpose for accident investigations: to find blame or to prevent recurrence?
- Who should enforce safety rules?
- Is safety training conducted to improve safety or to meet regulatory requirements?
- Should safety performance be included in performance reviews?
- Who should have the final word on safety: management, the safety department, the safety committee, or the employee?

The objectives are to share opinions, establish the current status of the safety program, and identify potential directions for future safety efforts. One goal is to explain why policies are set up the way they are. Policies and procedures are easier to accept when they’re fully understood. Make it clear that the exercise is just a discussion and that there’s no guarantee that any policies will be changed. But, agree to tell management about any strong concerns that come up. You might get feedback for improving or adding safety programs. Employees may mention training needs, they may give you ideas for how to better recognize safety efforts, or they may identify previously unreported hazards.

Start a Program of Measuring Leading Indicators of Safety

Measuring safety is always a challenge. Typically, companies look at lagging indicators, such as injury rates. There is a recent push to shift to leading indicators, which refer to ways to measure safety performance prior to or independent of an accident or injury actually occurring; for example, how many safety inspections have been conducted, how many training sessions have been held, or how many employees attended safety meetings. The theory is

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that if you only look at the incident rate (lagging indicator), you might see that your company has 0 injuries over a given period of time. But, does that mean there were no unsafe behaviors? Does that mean the company was committed to safety? It might. But, it could also just be luck. So, the lagging indicators don't show you the complete picture. But, where do you start? Following is a listing of leading indicators that some employers are using:

- Percent of departments conducting self-inspections
- Number of safety committee meetings/percent attendance
- Number of safety presentations
- Supervisor training sessions
- Time from hire to orientation/safety training
- Percent of company goals/objectives that incorporate safety
- Percent of purchasing contracts that include safety stipulations
- Number of behavior-based observations/percent employee participation
- Number of safety suggestions/percent employees
- Number of safety committee projects/successes
- Number of emergency drills/participation
- Audit findings/corrective action time
- Average time to act on safety suggestions
- Percent training on-time

Start a “Caught in the Act” or “Caught Working Safely” Program

When employees work safely, acknowledging it—and/or rewarding it—can reinforce the behavior. Many employers utilize “caught in the act” or “caught working safely” programs where supervisors or safety professionals stop/approach a worker who is exhibiting a safe behavior and issue them a card. The cards can simply be an acknowledgment of the act, or they can be coupons for local restaurants, etc., or worth points that ultimately end up in a raffle, or that can be accumulated and spent (there are several commercial programs of this nature) or turned into vacation time. In addition, some employers have success photographing workers working safely and posting them on a bulletin board, to further drive home the message. A few tips to keep in mind:

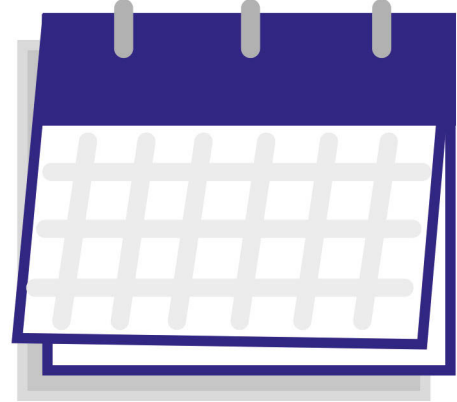
- Make the behaviors meaningful, not simply catching someone wearing required PPE. The behaviors should be those things that are above-and-beyond (that show a safety attitude) or that are problem areas that you are targeting (such as safe lifting or team lifting).
- Don't be stingy with the cards; be on the lookout so all employees have an opportunity to be “caught.”
- It doesn't have to come from the safety manager. Supervisors can play a great role in handing out the cards.
- Get permission before posting photos on a bulletin board. Some employees may be uncomfortable with the recognition.

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Participate in National Safety Observances

There are many safety observances that can be great opportunities to get your employees involved in safety, as well as helping your company show commitment to safety. These include:

- North American Occupational Safety and Health Week (NAOSH)—Held in May each year; see www.naosh.org.
- Workers’ Memorial Day—April 28 each year. Workers’ Memorial Day is observed every year on April 28. It is a day to honor those workers who have died on the job, to acknowledge the grievous suffering experienced by families and communities, and to recommit ourselves to the fight for safe and healthful workplaces for all workers. It is also the day OSHA was established in 1971.
- Workplace Eye Wellness Month—March each year. For more information, visit www.preventblindness.org.
- Drive Safely to Work Week—In early October each year. For more information, visit www.trafficsafety.org.



Following is a calendar (broken down by quarter) to help you track some of the more popular safety-related observances. Often, the sponsoring organization will provide handouts, posters, presentations, and talking points several weeks in advance; visit their website for additional details. These observances can tie in nicely with safety bulletin board set-up.

National Safety and Health Observances (1st Qtr)*		
January	February	March
National Radon Action Month - www.epa.gov/radon/nram/ National Drug Facts Week- http://drugfactsweek.drugabuse.gov/	American Heart Month - http://www.cdc.gov/features/heartmonth/	National Nutrition Month® - http://www.eatright.org/NNM/ National Sleep Awareness Week® - www.sleepfoundation.org National Poison Prevention Week - http://poisonhelp.hrsa.gov/ Flood Safety Awareness Week - http://www.nws.noaa.gov/floodsafety/

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National Safety and Health Observances (2nd Qtr)*

April	May	June
<p>National Work Zone Awareness Week - www.ops.fhwa.dot.gov/wz/outreach/wz_awareness.htm</p> <p>Alcohol Awareness Month - www.ncadd.org</p> <p>National Facial Protection Month - www.ada.org</p> <p>World Health Day - www.who.int/campaigns/world-health-day/2014/event/en/index.html</p> <p>Air Quality Awareness Week - www.epa.gov/airnow/airaware/</p>	<p>Global Employee Health and Fitness Month - www.physicalfitness.org/nehf.html</p> <p>Healthy Vision Month - www.nei.nih.gov/hvm/</p> <p>Melanoma/Skin Cancer Detection and Prevention Month® - www.spotskincancer.org</p> <p>National Physical Fitness and Sports Month - www.fitness.gov</p> <p>UV Safety Month - www.preventblindness.org</p> <p>North American Occupational Safety and Health Week - www.asse.org/NAOSH</p> <p>Hand Hygiene Day - www.who.int/gpsc/5may/en/</p> <p>Recreational Water Illness and Injury Prevention Week - http://www.cdc.gov/healthywater/swimming/rwi/rwi-prevention-week/</p> <p>National Hurricane Preparedness Week - www.nhc.noaa.gov/prepare/</p> <p>National Safety Stand-Down to Prevent Falls in Construction - https://www.osha.gov/StopFallsStandDown/</p>	<p>National Safety Month - www.nsc.org</p> <p>National Lightening Safety Awareness Week - www.lightningsafety.noaa.gov</p> <p>National Forklift Safety Day - http://www.indtrk.org/national-forklift-safety-day</p>

National Safety and Health Observances (3rd Qtr)*

July	August	September
<p>UF Safety Month - www.foh.hhs.gov/dbdmarketing/uvsm.html</p>	<p>Safe + Sound Week -https://www.osha.gov/safeandsoundweek/</p>	<p>Fruit and Veggies—More Matters Month - www.fruitsandveggiesmorematters.org</p> <p>National Food Safety Education month - www.fightbac.org</p> <p>Pollution Prevention Week - www2.epa.gov/p2week</p> <p>National Preparedness Month - www.cdc.gov/features/beready/</p> <p>National Farm Safety & Health Week - www.necasag.org</p>

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National Safety and Health Observances (4th Qtr)*		
October	November	December
<p>Eye Injury Prevention Month - www.geteyesmart.org</p> <p>Home Eye Safety Month - www.preventblindness.org</p> <p>National Breast Cancer Awareness Month - www.nbcam.org</p> <p>Drive Safely Work Week - http://trafficsafety.org/drivesafelyworkweek/</p> <p>Respiratory Care Week - www.aarc.org/rcweek</p> <p>National Lead Poisoning Awareness Week - /www.cdc.gov/nceh/lead/nlppw.htm</p>	<p>Drowsy Driving Prevention Week- http://drowsydriving.org/</p> <p>Great American Smokeout - www.cancer.org</p>	<p>Safe Toys and Gifts Month - www.preventblindness.org</p> <p>National Handwashing Awareness Week - www.henrythehand.com</p>
<p>*Some entries adapted from 2013 National Health Observances, National Health Information Center, Office of Disease Prevention and Health Promotion, U.S. Department of Health and Human Services, Washington, DC.</p>		

Hold a Safety Fair

Safety fairs can be a great way to get employees across the company involved and excited about safety. Often held in conjunction with wellness fairs, these events give employees a chance to participate both in presenting/exhibiting and also as fair-goers. Here are some tips for hold a fair:

- Start early on with planning. You'll want to allow at least six months, ideally a year. If possible, start a planning committee made up of department heads to get their buy-in.
- Have a few contests (e.g., slogan, poster) prior to the fair, so you can use the fair to announce/recognize the winners.
- Allow each department/team to come up with their ideas for the fair. Encourage them to make it safety related relative to what their department does.
- Bring in outside help. Medical professionals for blood pressure checks, flu shots, etc. Police for “drunk glasses” and self-defense demonstrations. Fire departments for home safety tips.
- Focus on wellness: blood pressure stations, scales, vision checks, etc., are all fairly easy to set-up.
- Give safety-related prizes for contests/games; for example, flashlights, vehicle emergency kits, fire extinguishers, smoke detectors, premium safety glasses, etc.

Start/Revise Your Incentive Programs

If you have been looking to start an incentive program related to safety, or if your current incentive program is heavily tied to the occurrence of injuries/illness, the following are some tips and ideas to consider.

- Focus on proactive measures NOT injury rates. OSHA looks unfavorably on incentive programs that could lead employees to hide injuries in an attempt to retain the incentive. OSHA prefers incentive programs that focus on employee involvement in safety activities, such as participation in a safety committee, attending safety training, or conducting inspections.

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- Decide what you want to accomplish. Whether it be general awareness or focus a specific issue, it's better to have a focus on mind rather than just starting a program just for the sake of starting one.
- Recognize all employees who meet the criteria. Random drawings can lead to bad feelings, particularly if an employee who generally isn't regarded as caring much about safety wins the drawing. Also, when it comes to supervisor recognition (such as for "on the spot" recognition), make sure all employees who perform safely get recognized.
- Consider individual rewards before group rewards. Individual awards allow employees to control their own destiny so to speak. Group awards often result in either a few employees ruining it for the rest, or a few employees riding the coattails of the other employees and getting the goals.
- Stagger your rewards. It doesn't have to be all or nothing. If an employee partly completes the objective (e.g., participates in 25 safety observations versus 30), give some reward.
- Remember being safe IS already expected. So, make your rewards focused on those who earn a reward by going above and beyond.
- Beware of the IRS! Incentive programs are likely considered taxable—particularly if you are dealing with monetary rewards, high-value personal property, or awards to a large percentage of employees. Consult with your payroll staff or tax professional. Also, consider reviewing the IRS publications 15-A, 15-B and Publication 525 (www.irs.gov).



Training Tip

When it comes to safety incentives, many employers choose to provide prizes. For reasons mentioned above, employers need to be very careful about this, as it can lead to under-reporting of injuries. However, there are many other options available to reward employees:

- Accumulate money and donate to the local fire/emergency responders (or charities).
- Give away safety-related items, such as fire extinguishers, car safety kits, etc.
- Purchase something for the entire department or company (such as new TVs in the break room). These "reminders" will be around much longer than a few dollars for each employee that will be spent quickly.

Get Supervisors Onboard With Safety: Through Their Bonuses

There are many reasons line supervisors need to be involved in safety. In many ways they are the ones who can most directly influence an employees' safe behavior. But, how do you do that? It can be challenging.

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