



National Safety
Management
Society

DIGEST

Updating Members on Safety Management News

March 2009

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Welcoming Our New 2009 NSMS Members

On behalf NSMS President Roosevelt, the NSMS Executive Committee and the NSMS Board of Directors, we like to thank all members who have proactively renewed their 2009 membership to the National Safety Management Society. We would also like to acknowledge, recognize and welcome the following new members to our Society:

- **Robin R. Anderson, CSHM**, Loss Control Consultant – Highmrk Casualty Insurance Company (Pittsburg, Pennsylvania)
- **Steven L. Heiden**, HSE Training Supervisor – Kellogg, Brown & Root (Ali Air Base, Iraq)
- **Richard C. Ingling**, Director of Safety – Soleil Management/Consolidated Resorts (Las Vegas, Nevada)
- **Shaun P. McDonough**, Safety Supervisor – Pittsburg Post-Gazette (Pittsburg, Pennsylvania)
- **Joseph A. Del Priore**, Health and Safety Manager – AICI-SP (Attard, Malta)
- **Ana Watters**, Employment Supervisor – Smithfield Packing Company (Plant City, Florida)

We appreciate your interest in furthering your skills, knowledge and abilities in the management of safety and risks, as well as your interest to networking and professional development. Welcome again to NSMS!

NSMS 2009 Membership Certificates and Cards Have Been Mailed to You

NSMS is very grateful for renewing or joining our organization and we look forward to a productive and interactive 2009. We are in a challenging economic period, but investment and participation in NSMS provide you with integrated safety, health and business resources and a peer network to pursue operational experience. Our goal is to equip you with the skills, knowledge and abilities to practice your job and have your company see you not as a cost center, but a return on investment. We strive to help your professional development, move toward CSHM certification, implement best practices and help you and your business succeed.

Your dues will support a number of critical initiatives, both new and ongoing. NSMS will strive to further: engage in outreach activities, maintain the website, offer online and live technical and management training workshops (with significant course fee reductions for current members), maintain certification programs for safety technicians and supervisors, prepare for annual conferences, offer CSHM exam preparation workshops, support the establishment of new state chapters and student chapters at higher educational institutions, and any other initiatives based on member needs and recommendations. These are ambitious goals and it will take a group of dedicated members stepping up and volunteering to help NSMS achieve them. Please consider offering your expertise and time to these important initiatives.

For those who had not had an opportunity to renew or submit your dues after applying for membership online, we ask that you do so by March 31, 2009. We do not wish to drop you off our monthly NSMS Safety Digest distribution and online communications list. We also encourage those visiting and/or discovering our website to officially join our Society and benefit from the networking, lower fee online professional development courses and special registration rates for attending our conference and regional workshops. A growing membership base will increase our ability to develop, deliver and subsidize programs and resources to all. Thank you.

The ISHM “Certified Safety and Health Manager” (CSHM) Accreditation Has Been Achieved!

The vision of our early NSMS founders to develop a safety management-focused credential to recognize professional competence in safety leadership has culminated in the official accreditation of the NSMS-created Certified Safety and Health Manager credential by the Council on Engineering and Scientific Specialty Boards (CSEB). CSEB is a self-sustaining, independent body which accredits certification programs organized and operated consistent with sound credentialing practices tailored to the needs of engineering and technology specialties. CSEB is the recognized accreditation body for engineering and scientific certification and specialty certification programs for professional credentials such as the Board Certified Environmental Engineer, Certified Industrial Hygienist and Certified Hazardous Materials Manager.

Our sister organization, the Institute for Safety and Health Management (ISHM) and its Board of Directors deserve all the credit for their leadership, diligence, determination and perseverance in marshalling this monumental effort to fruition. Our CSHM credential holders deserve our gratitude for their patience as this initiative effort went through many trials and tribulations over the years. The Institute for Safety and Health Management is the credentialing organization which administers the CSHM to recognize safety and risk management professionals who, through demonstrated professional experience and the passing of a comprehensive exam, have met ISHM's requirements for mastering the safety management body of knowledge.

The CSHM credential recognizes safety and health professionals who demonstrate knowledge of health and safety management skills and techniques through examination and experience. The CSHM certification program promotes the integration and practice of safety management principles throughout all levels and activities of an organization. In addition to technical knowledge of safety and industrial hygiene, a successful safety and health manager must possess working knowledge of a broad range of business and financial principles and an understanding of related issues such as hazard analyses, accident/incident investigations, safety audits/surveys, workers' compensation, risk management, product safety, human factors, environmental laws, quality, and labor relations. The CSHM program is designed to provide recognition of those who can apply such a broad range of health and safety management tools. NSMS offers to be a resource and facilitator to help those interested in pursuing such a certification.

SPECIAL ADVANCED ANNOUNCEMENT:

NATIONAL SAFETY MANAGEMENT SOCIETY Upcoming Special Professional Development Workshop Tentatively – Spring 2009 or Fall 2009 Houston, Texas

Many emails have been coming in recommending to NSMS that we offer an interdisciplinary two-day professional development workshop that will enable safety professionals/managers sharpen their skills, knowledge and abilities in interacting with employees and company leadership. We are considering a pilot workshop beginning in the Houston, Texas area and going forth to other regions where our membership would like to have it presented. If we come to your locale or college campus, we hope this will be a more cost-effective opportunity to learn and expand your skills, knowledge and abilities (SKAs).

The tentative workshop fee (early, pre-registration) for NSMS members is \$125 and \$250 for non-members and an on-site (or late) registration of \$160 for NSMS members and \$275 for non-members (includes lunch and program materials). College students majoring in this field of study are also invited to attend (NSMS Student (Affiliate) Members workshop fee is \$100). We need a minimum of 50 attendees to cover this event. Please email us at nsmsinc@yahoo.com if you are interested in possibly attending so we can begin to establish a headcount. Thank you.

“Enhancing Safety Management SKAs: 2-Day Professional Development Workshop”

Instructor: Dr. Jeffrey Chung, CSHM CHFP – NSMS Executive Director

Day One –

- Administrative Business, Introductions and Workshop Overview
- Safety Management Principles and Practices
- Safety Attributes for Best-in-Class Organizations
- Emerging Safety and Health Issues – Aging Workforce, Green Jobs and Special Needs of Foreign Workers
- Psychology of Safety – A Behavior-based Approach; Human Performance Improvement
- Developing Effective Training/Presentation Skills
- Role of Safety Committees; Conducting/Facilitating Effective Meetings

Day Two –

- Understanding Self/Others/Your Organization – SMART Profile
- Strategic Planning Concepts and Process
- Problem Solving and Analytical Tools
- Performance Metrics for Continuous Improvement
- Corporate Communication Strategies for Safety/Risk Management Professionals
- Ethics for the Safety Practitioner and Manager
- Stress and Health Management for the EH&S Professional
- Wrap-up and Workshop Evaluation

The NSMS “Blog” is Here

Steve Geigle has created and launched the “NSMS Blog” on the NSMS website. It will allow members and others to post comments, remarks and initiate discussions about a variety of safety management topics and issues. You can participate in the Blog by going to the NSMS website (<http://nsms.us>) and look for the link on the home page along the left-hand column of navigation areas.

FREE ACCESS: Online Certified Safety and Health Manager (CSHM) Educational and Exam Preparation Reference Materials

As a benefit for our current and future dues-paying members, NSMS is **permanently** offering free access to the Certified Safety and Health Manager (CSHM) preparation and educational materials. The online resources, created by NSMS member Steve Geigle, can be found at www.cshmprep.com and the only action an NSMS member needs to take is to email Steve requesting access from that website. You will need to include your current NSMS member number (found on your membership card and certificate). Once the number is verified, you will be granted a username and password to access the online reference materials. This is a great opportunity to brush up on your safety management and technical knowledge and prepare for a successful passing of the CSHM certification examination.

OSHA’s Final PPE Rule Issued

OSHA published a final rule that allows penalties to be assigned on a per-employee basis. Clarification of Employers’ Duty to Provide Personal Protective Equipment and Train Each Employee was published in the December 12, 2008 issue of the *Federal Register*. The rule states that employers must provide personal protective equipment (PPE) and hazards training for each employee covered by the agency’s standards. As a result, each employee not protected may be considered a separate violation and penalties assessed accordingly.

OSHA notes that this rule does not place any additional requirements on employers related to training or choice of PPE. Employers are not required to provide PPE or training to employees not already covered by existing requirements.

“This technical correction to the PPE standard brings it in line with other OSHA safety and health standards,” said Acting Assistant Secretary of Labor for OSHA Thomas M. Stohler. “By making this change, those few employers who egregiously violate the OSHA PPE standard can be held fully accountable for violations affecting each employee who is not provided proper PPE. This kind of vigorous enforcement is a vital component of OSHA’s balanced approach to workplace safety and health.”

Good News for a Change: Injury Rate Decreases 4%

Occupational injuries and illnesses decreased by 4 percent between 2006 and 2007, according to a report by the Bureau of Labor Statistics (BLS), U.S. Department Labor. The 2007 rate was 122 per 10,000 full-time workers, and there were 1.2 million cases requiring days away from work in private industry out of 4 million total recordable cases.

Experts often measure the severity of injuries by the media number of days away from work. This number was 7 days in 2007, the same as the prior three years. Other highlights from the BLS report.

- Ergonomic injuries declined by 9 percent between 2006 and 2007. The decrease in the number of MSDs is the largest factor contributing to the overall decline in days-away-from-work cases in 2007.
- Nursing aides, orderlies, and attendants experienced a 12 percent decrease in the rate of injuries in 2007 as compared to 2006.
- Although laborers and freight, stock, and material movers had the highest number of days-away-from-work cases, they still experienced a 7 percent decline from 2006.
- In 2007, days away from work as a result of falls on the same level increased by 10 percent. A large portion of the increase was from cases in retail trade and healthcare and social assistance.

Nonfatal Workplace Injuries and Illnesses Statistics (*Bureau of Labor Statistics, Workplace Injuries and Illnesses in 2007 – October 23, 2008, <http://www.bls.gov/news.release/osh.nr0.htm>*)

The U.S. Bureau of Labor Statistics issued its annual report on nonfatal occupational injuries and illnesses in private workplaces in 2007. Here are the key numbers:

4.2 – Incidence of reportable illness and injury cases per 100 workers (as compared to 4.4 per 100 in 2006)

4 million – Total number of reported illness and injury cases (as compared to 4.1 million in 2006)

3.8 million – Total number of reported injury cases

206,300 – Total number of reported illness cases (as compared to 228,000 in 2006)

41 – The percentage of all occupational illnesses reported that came from goods-producing industries

50 – The percentage of injury and illness cases that involved days away from work, job transfer or restriction (DART cases)

2.1 – Incidence of DART cases per 100 workers (as compared to 2.3 per 100 in 2006)

The Special Needs of Foreign Workers *(By Barbara Semeniuk, The Safety-X-Change – January 6, 2009)*

Workplaces in North America, including my native Canada, are changing thanks to the arrival of new immigrants. The influx of foreign workers is a wonderful thing. But it also creates unique safety challenges that I'd like to address.

The Immigration Wave in Canada

Immigration has had an enormous impact on Canada. The number of immigrants coming to Canada specifically to find work has increased almost 48% between 1993 and 2005. The trend is likely to continue for years. According to the U.N., Canada ranks third in projected net immigration between 2005 and 2050 behind only the U.S and Germany.

Many immigrants are highly skilled workers who've earned their highest educational degree from an institution outside of Canada. Skilled workers now comprise almost 60% of new permanent residents in Canada. However, largely due to inability to speak English, many of these immigrants end up serving as temporary foreign workers performing jobs in small physically demanding, non-union workplaces. In fact, 40% of recent immigrants to Canada are overqualified for the work they do.

Immigration and Workplace Safety

The immigrant worker's unique situation presents challenges for safety professionals. According to the Institute for Work and Health (IWH), recent immigrants suffer a disproportionately high rate of injuries requiring medical attention:

- Male immigrant workers in Canada for five years or less are twice as likely to suffer a work-related injury requiring medical attention than workers born in Canada; and
- 90% of all work related injuries suffered by recent immigrants require medical attention as compared to 65% for workers born in Canada;

Why Immigrants Are More Vulnerable

Why are immigrants so vulnerable?

Lack of Experience. A big reason for immigrants' vulnerability is their lack of experience. The good news is that the danger fades over time. Thus, while documenting the risk of immigrants in their first five years, the IWH study cited above also notes that the injury rate of immigrants in Canada from six to 10 years is actually lower than the rate for native Canadian workers.

Nature of Jobs. Immigrants are also likely to work in more hazardous occupations. The fact that they come to Canada to find work makes them more willing to do the jobs that Canadian-born workers might tend to avoid.

Greater Passivity to Danger. Canadian OHS laws guarantee workers the right to receive safety training and refuse dangerous work. But because of the financial and psychological stresses associated with resettlement and assimilation, foreign workers are less likely to "rock the boat." So immigrant workers are generally more reluctant to request training, report hazards or refuse unsafe work.

Lack of English Language Skills. Immigrant workers who can't read or understand English may be unable to comprehend safe work practices and procedures, training and basic safety materials like Material Safety Data Sheets. Even though the MSDS must be translated into the main working language of the workplace, many employers are unaware of this requirement.

Protecting the Immigrant Worker

Employers need to play an active role in eliminating this vulnerability of immigrants. The first step is to recognize that immigrant workers have special needs especially with regard to language. If your workforce includes immigrants, you'll need to translate your safety materials or use more visuals. For example, I know of a mushroom farm with workers of 30 different nationalities that uses safety signs purely in pictograms and makes written safety information available in five different languages.

Many of the provinces offer free resources to employers to help protect foreign workers. For example, WorkSafeBC provides general safety information in Punjabi, traditional Chinese and simplified Chinese and plans to add information in Spanish, Vietnamese, French and Korean.

Employers also need to tailor training to provide for more visual demonstrations and use of pictures. Supervisors must be instructed to be patient and encourage questions.

Conclusion

Canada needs skilled workers, especially in the western part of the country. The influx of immigrants thus represents an exciting opportunity for everyone. But it also poses safety risks. The awareness and capacity of employers to face these challenges will thus be essential to accrue the economic and cultural advantages that immigration offers.

OSHA: American Airlines Must Reimburse Sick Time For Pilots *(By Kelsey Volkman, St. Louis Business Journal – January 6, 2009)*

The U.S. Department of Labor has ordered American Airlines Inc. to reimburse two pilots for sick time following an investigation into the pilots' allegations that the company retaliated against them for reporting they were too sick to fly out of Lambert-St. Louis International Airport.

The Labor Department's Occupational Safety and Health Administration (OSHA) found that in both cases, the airline erred in rejecting medical documentation provided by the pilots and illegally recouped sick pay already paid to the pilots, the Labor Department said Tuesday.

The Department of Labor does not reveal names in whistleblower cases. Pilot No. 1 is from Folsom Calif., and he was scheduled to fly out of St. Louis on Dec. 27, 2007, when he called in sick, said Jeremy Eggers, a spokesman for the department. Pilot No. 2, who lives in O'Fallon, Mo., was scheduled to fly out of St. Louis on Jan. 9, 2008, when he called in sick, Eggers said.

"A policy that forces pilots to make a choice between flying when they are too sick to do so or being retaliated against violates the law," said Charles Adkins, OSHA's regional administrator in Kansas City, in a statement. "While OSHA is best known for ensuring the safety and health of employees, it is also the federal government's main whistleblower protection agency."

The airline was ordered to provide whistleblower rights information to its employees. Under the various whistleblower provisions enacted by Congress, employers are prohibited from retaliating against employees who raise various protected concerns or provide protected information to the employer or to the government.

American Airlines said it disagrees with the decision and plans to appeal. "American does not retaliate against employees and strictly adheres to the whistleblower laws," said Tami McLallen, a spokeswoman. "Here, the pay was deducted because the pilot did not provide sufficient evidence of his illness, not because he called in sick. We never ask our pilots to fly when sick, and in fact expect them not to.

"The vast majority of American's pilots use sick leave appropriately. In a very small fraction of cases where a pilot has been out for an extended period of time, or where there is an unusual use of sick leave, the company may ask the pilot to substantiate the use of sick time. In the vast majority of these rare cases, the pilot provides the substantiation and is paid accordingly. Only when substantiation is not provided or is insufficient as deemed by our medical department does the pilot's sick pay come into question."

OSHA's Injury and Illness Log Can Be a Challenge

Keeping the OSHA 300 injury and illness log for your company can be challenging, as in the following example.

A former employee tells you that he or she had just come from their personal physician about a possible work-related injury. The physician recommended physical therapy and provided a prescription muscle relaxer to your former employee.

However, the event that caused the injury actually occurred almost two months prior. At the time the injury occurred, the employee still worked for you but did not require medical attention beyond first aid, nor did the employee seek additional medical treatment.

Now what are you supposed to do? Is this recordable?

If the physician believes that the injury or illness was a result of the work environment, then it is recordable. If the injury resulted from a known, single event, use that date, even if the injury did not meet the recording criteria until a later time. If the injury or illness develops over time, such as carpal-tunnel syndrome, then the injury is recorded on the date it becomes recordable, or on the date it is diagnosed by a physician or other licensed health care professional.

If you have a "contemporaneous" medical opinion, the employer can choose the opinion which is most authoritative.

Lessons Learned: Keep Your Promises to OSHA

Several failure to abate notices took one company from \$13,500 in penalties after its initial inspection to more than \$150,000 when OSHA came calling again. The Wendt Corp. of Tonawanda, N.Y., was recently assessed an additional \$169,500 in fines from OSHA for failing to fully correct hazards cited during a prior OSHA inspection.

"The severity of these fines reflects both the seriousness of the cited conditions and the importance of correcting hazards completely and expeditiously," said Arthur Dube, OSHA's area director in Buffalo. "Uncorrected and unaddressed hazards pose an ongoing risk to employees' health and safety."

In April, OSHA cited the company, which manufactures automobile recycling equipment, for 15 serious violations of safety standards and fined the company \$13,500. The company paid the fine and agreed to correct all the cited hazards. However, a June follow-up inspection by OSHA found that seven of the cited items remained uncorrected.

The company failed to address the following areas: establish and implement a respiratory protection program; provide appropriate respirator training and fit-testing for industrial painters required to wear respirators during spray painting operations; provide firefighting information for employees expected to fight incipient stage fires; provide screens or shields to protect employees working adjacent to welding operations; develop and implement a hazard communication program; and provide hazard communication information and training to employees working with or exposed to welding fumes or hazardous chemicals.

Lessons Learned: OSHA Cites Pennsylvania Company for Safety, Health Violations

OSHA has cited Lloyd Industries Inc. for violations of the Occupational Safety and Health Act, and has proposed a total of \$140,760 in penalties. The Montgomery facility, which manufactures fire and smoke dampers, has 50 employees.

OSHA initiated its investigation as a follow-up to a comprehensive inspection conducted in 2005. The company has been issued citations for five willful violations with penalties totaling \$99,000; four repeat violations with penalties totaling \$40,160; one serious violation, with a penalty of \$1,600; and two other-than-serious violations, which carry no penalties.

"Lloyd Industries continues to permit hazards that compromise employee safety and health," says Jean Kulp, area director for OSHA's Allentown Area Office. "The company needs to take immediate action to eliminate the identified violations."

The willful violations are due to the company's failure to provide elements of a hearing conservation program to include audiometric testing and training to employees exposed to noise levels above 85 dBA. OSHA issues a willful violation when an employer exhibits plain indifference to or intentional disregard for employee safety and health.

The repeat violations are due to the company's failure to properly record employee injuries and illnesses, failure to guard the point of operation on rivet machines, and an electrical hazard. OSHA issues repeat violations when it finds a substantially similar violation to a previous one cited of any standard, regulation, rule, or order.

The serious violation reflects the company's failure to make the main exit accessible by at least 28 inches wide at all points. A serious citation is issued when death or serious physical harm is likely to result from a hazard about which the employer knew or should have known.

Lessons Learned: Pennsylvania manufacturer faces \$140K in OSHA fines

The U.S. Department of Labor's Occupational Safety and Health Administration (OSHA) has cited Lloyd Industries Inc. for violations of the Occupational Safety and Health Act, and has proposed a total of \$140,760 in penalties. The Montgomery, Pa., facility, which manufactures fire and smoke dampers, has 50 employees.

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Lessons Learned: Tyson Fined Half a Million in 2003 Death *(By Bob Burgdorfer, Reuters – January 6, 2009)*

Meat company Tyson Foods Inc., pleaded guilty, agreed to pay a \$500,000 fine, and will serve a one-year probation for a violation of the Occupational Safety and Health Act (OSHA) which led to a worker's death, the U.S. Justice Department said on Tuesday.

The worker, Jason Kelley, died after being overcome by hydrogen sulfide gas on Oct. 10, 2003 while repairing a leak in a high-pressure steam processor at an Arkansas feed processing plant, Tyson said in a statement.

In addition, another employee and two emergency personnel were hospitalized due to exposure during the rescue attempt.

The \$500,000 fine is the maximum criminal fine for such a violation.

"This was a tragic accident and we remain saddened by the loss of Jason Kelley," Tyson said in a statement. "We want people to know we have implemented measures to help prevent an accident like this from happening again."

Tyson, the world's largest meat producer, said the measures include changes in the production process, new ventilation and engineering controls, the use of monitoring and alarm systems, and expanded worker training.

Lessons Learned: OSHA Proposes More Than \$1.2 Million Penalty to St. Louis Area Chemical Repackaging and Distribution Company

The U.S. Department of Labor's Occupational Safety and Health Administration (OSHA) has cited St. Louis, Mo.-based G.S. Robins & Co., doing business as Ro-Corp Inc., for alleged willful, repeat and serious violations of federal workplace safety standards, proposing more than \$1.2 million in penalties for numerous violations relating to the handling of hazardous chemicals at the company's facility in East St. Louis.

OSHA began an inspection at the East St. Louis site after learning that employees had been admitted to several local hospitals after being contaminated with an unknown powder. The eight hospitalized individuals, OSHA later learned, were exposed to the chemical para-nitroaniline (PNA), a poison that causes methemoglobinemia, resulting in the reduction of the blood's ability to transport oxygen. The employees had been performing a chemical transfer operation at the East St. Louis worksite when chemical dust was released, settling on work surfaces and the employees.

"There are means available to safely handle deadly chemicals such as this, and those means were ignored," said Deputy Assistant Secretary of Labor for OSHA Donald G. Shalhoub. "Those who ignore safe practices and OSHA regulations are inviting tragedy into the lives of their employees and their families, and this cannot be tolerated."

PNA is highly toxic and can be fatal if swallowed, inhaled or absorbed through the skin. All the employees exposed showed ill effects from their exposure and recovered after treatment.

As a result of its investigation, OSHA issued 21 willful citations, 20 of which were cited on a per-instance basis, relating to eight instances of failing to provide employees with the correct personal protective equipment (PPE) for transferring PNA; four instances of failing to provide training on the use of PPE and on working with hazardous chemicals; three instances of failing to provide PPE training and training on specific PNA-transfer procedures; and five instances of failing to fit-test employees using respirators.

OSHA also issued a repeat citation for failing to provide an eyewash/shower in corrosive chemicals areas, and an additional 16 serious citations for hazards associated with the transfer of PNA and other workplace practices. OSHA defines a willful violation as one committed with intentional disregard of or plain indifference to the requirements of the Occupational Safety and Health Act. Repeat violations are issued when an employer has been previously cited for the same, or a substantially similar, violation within three years of the final order date.

What Would You Do? *(By Catherine Jones, Safety-X-Change – January 5, 2009)*

A couple of weeks ago, I wrote about a safety manager of a building materials supplier who needs some advice.

He says that while falls from scaffolds and ladders might be the number one injury in most construction companies, in his workplace most injuries are the result of workers tripping over materials lying around the lumber yard. He tells his workers to be more careful and reminds them to keep the yard clean, but it's not enough. It's especially difficult when workers deliver building materials to job sites hundreds of miles away, far from his safety warnings. What can he do?

Here are a few of your suggestions:

#1 Create a Housekeeping Habit

I am the safety officer at a depot for military aircraft. We tear down and rebuild airplanes used for pilot training. Foreign objects (FO) on the ground can be a tragic accident if an aircraft engine sucks it up from the ground. A pilot could be killed or thousands of dollars of equipment could be ruined. What we do to prevent this from happening is daily FO walks. After the workers first break, everyone goes to the ramp, forms a line and starts walking across the ramp, picking up any debris they come across. After this goes on for awhile, you will notice people picking up debris on their own. (Tim Walters)

#2 Investigate and Discipline Offenders

If he is a safety manager, and actually has some authority, he should discipline the workers as needed. Find out who the guilty parties are, and write them up for a safety violation. If that does not do it progress to unpaid time off. A man missing a day's work, and a day's pay, and having to explain to his wife the reason was he was working unsafely can cause more embarrassment to him than anything else. It also sets an example to others.

For off site deliveries, simple: Contact whoever is in charge of that site and ask him about your workers and if they performed their jobs as they were supposed to. Particularly in regards to safety.

And when a worker is hurt, once he recovers, are investigations and disciplinary action taken? Lost time due to injury, then lost time due to disciplinary action will hit the offender where it hurts.....in the wallet. (Gary Swiatowy)

#3 Engage the Workers and Measure Success

Telling the workers to be more careful and simply reminding them to keep the yard clean is not enough. Therefore, the safety manager could incorporate safety toolbox talks and safety meetings regarding the importance of housekeeping and have an open forum to workers to have their say.

Instead of lecturing the workers, he should ask for the workers input and find out what they have to say about the poor housekeeping and recurring injuries from tripping over materials. Too often it is forgotten that the workers really are the experts at their jobs, and we as safety people are here to assist them, not do their jobs for them. Therefore, talking to the workers and getting their input may lead to a solution to the poor housekeeping. This also gives the workers ownership. If they come up with an idea that is implemented, it gives them ownership of their jobs and allows them the much-needed worker involvement that so many companies are lacking.

As well, nothing will get done unless it is measured. As well, if workers know their worksite is going to be inspected, they may be more inclined to keep it clean. The safety manager could implement a daily or weekly inspection of the jobsite to identify recurring issues with housekeeping and to identify existing and potential tripping hazards. This will also provide information for trending, so that improvements in housekeeping can be tracked, as well as any decreases in the number of injuries occurring as a result of trips. Such improvements will warrant rewards for the workers, even if just positive reinforcement comments from management. (Name Withheld)

#4 Sort, Assign, Audit and Reward

I would suggest that the safety manager and the lumberyard employees conduct an inspection to determine exactly what the employees are tripping over and how and/or why those items are there in the first place. If it's just an accumulation of "junk", they need to dispose of it. If the items are needed, they should designate and mark a specific place for them, sort of like a 5S program. If the places are marked, everyone will know where those things go and will need to put them in their place. Every employee should be held accountable for a certain area.

Then they will have to do regular periodic audits to make sure that things are getting put away properly. The safety manager and the yard employees should conduct the audits. The employees need to take ownership of this process since it is for their own safety as well as the safety of others. I would suggest weekly audits to start and after the process is going well, they can decrease the amount of audits. Also, I would suggest that the employees get rated on their "Housekeeping Performance", either on their merit reviews or by giving them some reward for doing an outstanding job.

We have done a 5S program here in our facility, (except we call it 6S with safety being the 6th S), and it has been a great success. Employees take pride in their areas and keep them clean by putting things away and sweeping and mopping. Even though it's been about 5 years since we started the program, it is still working very well. When I take visitors through our facility, 90% of the time the first words I hear when we enter the manufacturing area are: "Wow, this is really clean!". (Gerry Garrison, Safety Manager)

How to Motivate Workers in Tough Times *(By Erin White, Wall Street Journal Digital Network, November 7, 2008)*

How do you keep employees focused, motivated and energetic when everything's lousy? It's tough. We checked in with Jim Harter, who studies workers' commitment to their jobs -- or "employee engagement" -- at Gallup, the research and consulting firm. He's also co-author of "12: The Elements of Great Managing." He shared his advice for managers. Here are edited excerpts:

Is it harder to keep employees focused and motivated during bad times?

Organizations have to put more attention into it. They have to communicate more. [Managers] have to put more focus into setting expectations, making sure people know what they're supposed to do.

Why is employee engagement important during bad times?

It helps people be resilient. Businesses right now, when the economy's bad like this, they're trying to survive. And to survive you've got to have some psychological resilience. You've got to have employees who are positive despite the negative situations around them.

So what do managers need to do now to keep employees motivated and focused?

Great managers are good at connecting people to each other and knowing that when people come to work, their need to have friendships doesn't go away. Great managers get to know the people pretty well, [so if an employee] lost a friend due to layoffs, the worker doesn't necessarily feel like they've lost every connection they have in the workplace.

What else should managers do?

During tough economic times, you're doing more with less. So you've got to understand each employee individually. If you've just lost a couple people from a work team due to layoffs, you might have to reposition people a bit. It's very difficult to do that unless you're in tune with what the strengths are of the people on your team.

Often overlooked is just clarity of expectations -- setting expectations. Only a little over half the people in the workforces that we've surveyed over the years clearly know what's expected of them in their job. That becomes more important in an economic crisis, when you could be managing fewer people, so communication and ongoing expectations-setting based on how the roles change for people -- that's important.

[Also, managers should be] helping people know how they're a part of the future. So they're not just thinking about an economic crisis [and] being fatalistic, but that it also might present some opportunity. And that this isn't necessarily something that's going to last forever.

What are the biggest mistakes managers make during tough times that hurt engagement?

When you become increasingly hard-grinding, trying to get more out of people with less, and if you do it in a way where you're criticizing people, that will work against you. It'll tighten people up and stress them out. The great managers know how important it is to build relationships all the time and have fun at work.

Managers feel the pressure. When you're under pressure, the instinct is to tighten up and to think you have to run it militaristically, but you don't.

What other mistakes do managers tend to make now?

Sometimes they can forget about giving recognition. When times are tough, it's easier to think about correcting weaknesses than to think about recognizing people when they're doing great. I would argue recognition is even more important in times like this. They're going to hear more negatives just naturally through the course of the day, and if you can't get recognition at work, where are you going to get it?

Plus, recognition is cheap and it's not like people will be getting hefty raises this year.

That's right. It doesn't cost anything, it's a basic human need and it makes people do productive things.

Safety Training/Meeting Strategies: “Safety Rat” *(by Melissa Seay, Safety Stuff by Richard Hawk – December 18, 2008)*

I bought a stuffed rat at the local Wal-Mart. At the beginning of the meeting I put the rat in front of the room sitting on chair. It had a label above it that said "Its Ok to be . . ."

I left it there the entire meeting and people made comments about the rat before the meeting started and so I knew it had got their attention! When the meeting was over I asked them "Are you wondering why this stuff animal is here with this sign?" They said "Yes what is that?" I put the rest of the sign up that completed it that said "Its ok to be a safety rat!"

Then I told everybody I had been hearing people call others safety rats if they reported a "safety problem." I told the group that it's ok if you do this since it could save someone from getting hurt and that we appreciate it.

Safety Training/Meeting Strategies: “How to Get Your Audience to Participate” *(by Robert Breslin, Safety-X-Change – January 7, 2009)*

Many articles have been written on the importance of knowing your audience. As trainers, we know how to size up the basic attributes of an audience when preparing for a presentation. But assessing such things as the audience's education, management expectations and job function only goes so far - it helps you ensure that your content is appropriate.

Content, however, is only one of the factors that determines the effectiveness of a presentation. Another key element of success is getting the audience to participate. In general, there are two factors that drive classroom participation: The energy level of the instructor; and the energy level of the audience. Here's a closer look at how to optimize both factors.

The Energy Level of the Trainer

To determine if your energy level will be on "Full" or "Empty" during a training session, consider:

- The time of the class - there's a big difference between a class held at 2 pm and one held at 2 am;
- How many training sessions you've already held; and
- How many more sessions you've scheduled.

Even the most enthusiastic of trainers experiences a dip in personal energy levels at some point. The key is how you handle these dips. Each individual does something different to rev up the engines. For example, if I feel my energy starting to flag, I usually get a cup of coffee or take a walk.

This activity is helpful not just for its own sake but because it gives me the opportunity to remember what is at stake. I find it very motivating to remind myself of what I can accomplish and what kind of impact I can have on each person who attends the presentation. I could be providing information that will save their lives. If that doesn't excite and motivate you, nothing will!

I also make it a practice to always greet each participant as he or she arrives for the presentation. I listen to their conversations to gauge who they kid the most and what they kid about. I then use this in the beginning minutes of my class to draw everyone into the conversation.

The Energy Level of the Participants

You also need to know a bit about your audience's energy levels. Before your presentation, find out if:

- You'll be addressing a shift that's just coming to work or just ending their day;
- The class will occur before or after a meal - either way, it's a potentially low-energy situation; and
- The class participants have been physically active or desk bound - in other words, will they be tired or bored?

If participants are at the end of their day, it will probably be necessary to raise the energy level. There are different ways to do this. One is to incorporate more hands-on exercises and games into the training. You may also want to encourage participants to bring snacks, coffee, soda, and such into the class (which I usually do anyway). Another trick I use is to bring some type of candy (I usually use Smarties for the Smarties). This is useful for two reasons: first, it helps foster classroom participation; and second, it provides instant energy.

Here's one final trick that works every time: Make a mistake. Purposely do something silly. Make a joke about yourself, spell something incorrectly on the board or use an incorrect slide on the projector. When the error has been discovered, let the participants know you are tired too, but that together you can all get through it and have fun at the same time.

Conclusion

However you choose to address the energy issues, remember that you are the biggest factor in the energy level of your class. Make sure you are animated. Add interest to your voice using inflection, pitch and volume. And don't take yourself too seriously. Have fun with your delivery and your students will have fun, too.

Safety Tidbits (from "Safety Stuff" by Richard Hawk Inc. <http://www.richardhawking.com>)

- Around 150 people die on cruise ships each year from medical emergencies.
- It cost \$3 million to build the *Titanic* . . . and \$100 million to make the movie.
- Number one cause of accidental poisoning deaths: narcotic and mood-altering drugs, both legal and not.
- Between 1900 and 1975, U.S. rates of premature death (from all causes) were cut in half.
- Odds you will fracture your skull this year: 1 in 100.
- Ingrown toenails are hereditary.
- When I was little my grandfather, one Christmas, gave me a box of broken glass. He gave my brother a box of Band-Aids, and said, "You two share." (Steven Wright)
- **BEWARE OF DOG** – A man enters a little country store and sees a sign reading. "Danger! Beware of Dog." He then sees an old hound dog lying asleep on the floor. "Is that the dog folks are supposed to beware of,?" says the man to the clerk.
"Yep," replies the clerk. " Before I posted that sign, everyone kept tripping over him."