

## IV. SAFETY MANAGEMENT SERVICES



**FHM** INSURANCE  
COMPANY

A POLICY TO DO MORE®

Workers' Comp Since 1954

## **SAFETY MANAGEMENT SERVICES**

The Safety Management section provides an overview of the components of an effective Safety Management Program.

Safety management begins with a company-wide commitment to safety, which is integrated into all aspects of operations, including hiring, safe operating procedures, employee training and self-inspection and evaluation.

Employers committed to workplace safety have a strong partner in FHM. We are available to provide assistance to employers who want to have a safe workplace and protect their employees from on-the-job injuries.

For more information or assistance in implementing your Safety Management Program, contact us at 1-888-346-3461, Ext. 402, or visit us on the web at [\*\*www.fhmic.com\*\*](http://www.fhmic.com).

## **ABOUT SAFETY MANAGEMENT SERVICES**

Safety management is the key to controlling losses. And, as all employers know, controlling losses is the key to controlling cost! FHM Insurance Company endorses the use of a Safety Management Program as the most effective way to control workers' compensation costs.

A comprehensive Safety Management Program is based on a strong management commitment to establishing and maintaining a safe workplace and includes the following components:

1. A written management policy of a commitment to safety.
2. A written Workplace Safety Program, authorized and endorsed by the Chief Executive Officer and distributed to all employees for their signature of understanding and acceptance, that includes:
  - a. A Safety Coordinator assigned the responsibility, with necessary authority, to carry out the safety program.
  - b. A Safety Committee to administer the safety program.
  - c. A Drug-Free Workplace Program; employers may choose from the State Certified or Post-Injury Drug Testing Program.
  - d. An Employer Safe Working Practices/Managed Care Agreement confirming care to be provided to injured workers.
3. Effective hiring practices.
4. Written job descriptions that include safety related components and are kept current with operating practices.
5. A comprehensive Safety Training Program that includes new employee orientation and training which continues throughout employee's career as required.
6. Safe Operating Procedures.
7. A Self-Inspection and/or Evaluation Program.
8. Employee safety performance-related incentive package.

## WORKPLACE SAFETY PROGRAM

FHM believes all employers should have a written, comprehensive Workplace Safety Program that integrates safety management into all aspects of its operations.

A Safety Program is intended to be enhanced and continuously improved by the employer. It can be modified to accommodate the actual operations and working practices of your business.

### Safety Program Components

The components of your Safety Program should include:

- Policy Statement
- Safety Coordinator Description and Duties
- Safety Committee Description and Duties
- Drug- Free Workplace Program
- Safe Working Practices

The following websites also offer information and **sample safety programs** for your use:

- [http://www.osha.gov/dcsp/compliance\\_assistance/sampleprograms.html](http://www.osha.gov/dcsp/compliance_assistance/sampleprograms.html)
- <http://www.lni.wa.gov/safety/basics/programs/accident/default.htm>
- <http://www.mysafetyprogram.com>
- <http://www.workerscomp.state.nm.us/pdf/booklets/D2.pdf>
- <http://www.usfsafetyflorida.com>

If you would like help adopting a Workplace Safety Program or have any questions, contact FHM at 1-888-346-3461, Ext. 312 or 402.

## **SAFETY COORDINATOR**

A Safety Coordinator promotes safety awareness and works toward making workplaces injury free. In that capacity, the Safety Coordinator will be responsible for the coordination, implementation, and maintenance of the company's Workplace Safety Program. Duties and functions of this position are as follows:

- Worksite Analysis
- Hazard Prevention and Control
- Safety Committee Organization
- Safety & Health Training
- First Aid & Medical Assistance
- Accident Investigation
- Record Keeping

## **WORKPLACE SAFETY COMMITTEE**

The organized Safety Committee is the best tool management can use to administer a formal Safety Program. The employer identifies the number of Committee members and their tenure and determines the makeup of the committee by soliciting volunteers from the staff or encouraging the staff to nominate individuals to serve on the Committee. Separate Committees should be maintained for workplaces that are geographically disparate. Other important components of the Committee include:

- Committee meetings should be held at least quarterly.
- Minutes of Committee meetings should be written and made available to all employees.
- Committee recommendations should be responded to in writing by the Employer.
- The Safety Committee duties and functions include such things as:
- Establishing and communicating procedures for conducting internal safety inspections.
- Establishing and communicating procedures by which the employer shall investigate accidents, incidents, etc.
- Evaluating effectiveness/recommending improvements to Safety Program, ensuring written updates and changes are completed.
- Establishing record-keeping system to comply with any State or Federal standards.
- Establishing and monitoring any Safety Incentive Program.
- Establishing and communicating guidelines for safety training.
- Posting scheduled meeting times, dates and locations.
- Providing minutes to employees.

- Retaining all written correspondence between employer and Committee for three (3) calendar years.

## **SUPERVISOR SAFETY MEETINGS**

Supervisory Safety meetings should be held with employees on a frequent basis. The meetings should be used by the supervisor to reinforce job safety requirements within the section and should allow for a free discussion by all employees of job safety procedures and techniques. A record of the Supervisor Safety meetings should be maintained and the supervisor should present items of importance at Department Safety Committee Meetings.

## **DRUG-FREE WORKPLACE PROGRAM**

FHM believes a drug-free workplace is an important component of an effective Loss Control Program.

The Drug-Free Workplace section contains information about the two programs available to FHM policyholders.

For more information about FHM's Drug-Free Workplace programs, refer to Section II, visit us online at [www.fhmic.com](http://www.fhmic.com) or call Policy Services at 888-346-3461, Ext. 401 or 424.

## **EFFECTIVE EMPLOYMENT PRACTICES**

At FHM we believe a company's success is as dependent on the quality of its employees as it is on the quality of its products and services. Effective employment practices mean you can increase the quality of your workforce, strengthen the safety of your workplace and avoid undue exposure to liability due to employee actions.

Effective employment practices are an important component of a comprehensive Loss Control Program. FHM suggests policyholders use the information in this section as well as the tools included in the State-Specific Forms section to enhance the effectiveness of its employment practices. Effective employment practices include:

- Establishing and maintaining a thorough and consistent hiring process.
- Making effective hiring decisions.
- Establishing and maintaining safe operating procedures that include an ongoing self-inspection/evaluation program.
- Training employees thoroughly and continuously.
- Establishing and maintaining an effective workplace safety program.

This information is also available online at [www.fhmic.com](http://www.fhmic.com). For assistance in using these tools, contact your Loss Control Consultant.

## **THE HIRING PROCESS**

A thorough and consistent hiring process helps create safe workplaces. Safe workplaces are conducive to efficiency, are a key ingredient in success and are a benefit to employees as well as employers. Your employees deal with customers, handle financial operations and create a lasting image in your customers' minds. That's why it's a good idea to exercise as much care in hiring the right people as in training them once they're hired.

Regardless of the tools you use, we recommend the following five steps to strengthen your hiring process:

1. Whenever possible, hire by word of mouth and referrals.
2. Have written job descriptions for applicants to read and sign that include a section on criminal history. Ensure there is a statement notifying applicants a criminal history background check will be performed and any false statements are grounds for termination.
3. Conduct reference checks and a criminal history check. Include the sexual predator check when appropriate.
4. If you are a Drug-Free Workplace, require a pre-employment drug test.
5. Once a job offer is made, have the employee complete a post-offer medical questionnaire that includes a question about previous workers' compensation claims. Ensure there is a statement advising employees any false statements are grounds for termination. When the questionnaire is complete, perform a workers' compensation background check.

The information in this section will help you in your selection process. This information is taken from sources deemed reliable and is intended to represent only a brief overview. There are many State and Federal guidelines, some which seem conflicting, to which you will be held responsible. The prudent business owner should take great care in establishing personnel management systems. The counsel of a labor attorney is advised.

### **Screening**

A thorough screening procedure allows you to make objective hiring decisions based on the facts about an applicant's background. Before you make a hiring decision, there are several free or reasonably priced tools you can use to learn more about applicants and minimize your future liability. For example:

- Use <http://www.nsopr.gov> to access the US National Registry of sex offenders, which has information provided by all fifty states.
- For a small fee, use <http://www.backgroundchecks.com>, to do background checks in most states. Or consider using <http://www.searchsystems.net> that has links to all free public records in the U.S. and other countries.

**All these website links are available on the FHM website, [www.fhmic.com](http://www.fhmic.com)**

## **Employee Hiring and ADA Guidelines**

Employers should have an established personnel system that will ensure a prospective employee's abilities and/or limitations are known *before* beginning work. By taking the necessary *time* and *effort* to match prospective employees to the available job, the potential of new employee injuries can be significantly reduced.

**To comply with the Americans with Disabilities Act (ADA), all employee hiring must be completed in three (3) stages ... Pre-job offer; conditional job offer (post-job offer); and employment.**

### **Pre-Job Offer (Stage 1)**

In the pre-job offer stage, the following minimum elements should be completed:

1. Job applicant should fully complete an Employment Application.
2. The employer should prepare a written job description, which at a minimum identifies the essential and marginal job functions. The applicant should sign indicating his/her ability to perform essential job functions (with or without reasonable accommodations). You can deny employment to applicants who cannot perform essential job functions. However, you cannot refuse to hire a disabled individual who is otherwise qualified because the applicant's disability prevents him/her from performing marginal functions. More information on job descriptions and reasonable accommodation can be found on the Internet through the Google Search Engine at: O\*NET Online.
3. The employer representative should check all previous work references identified on the job applicant's employment application.
4. For job applicants who will be operating vehicles on company time, a Department of Motor Vehicle (DMV) check of the applicant's previous driving record should be completed. This review is normally available for a nominal fee from the State Driving License Division. If the operation of a company vehicle is a job requirement, then successful completion of a check ride/test should be part of the pre-job offer stage.

5. A designated employer representative should always conduct a personal interview with job applicants. During the interview, the employer representative should discuss with the job applicant the following:
  - a. The job applicant's ability to perform the specific job functions, tasks or duties as long as the questions are not phrased in terms of a disability.
  - b. You may ask a person with a known or obvious disability to demonstrate his/her ability to perform a job function with or without reasonable accommodations.
  - c. The company's probationary period (i.e., 90 days) for all new employees.
  - d. Job applicants who successfully complete all of the pre-job offer screening requirements should be given a conditional job offer based upon successful completion of the post-job offer stage (the time between conditional job offer, but before actual date of employment).

### **Conditional Job Offer (Stage 2)**

After a conditional job offer is given to the job applicant and before any work begins, the employer should have the new employee complete the following:

1. A Flexibility-Dexterity Test. Employees who are observed having difficulty completing the Flexibility-Dexterity Test should be referred to the employer's company doctor for a physical to determine if the new employee can complete the essential job functions of the position.
2. A drug test if employer is a Certified Drug-Free Workplace.

\*NOTE: The Americans with Disabilities Act (ADA) was effective July 26, 1994 for employers with over 15 employees. The above two-stage procedure allows a "conditional" job offer to be withdrawn if the new employee is unable to complete essential job functions.

### **Employment (Stage 3)**

1. Employer is permitted to make medical inquiries of employees to determine whether employees are still able to perform the essential functions of their jobs. The purpose of this provision is to prevent medical tests and inquiries that do not serve a legitimate business purpose.
2. Periodic physical examinations can be required to determine fitness for duty, if such physicals are necessitated by medical standards or Federal, State or local laws that are not inconsistent with the ADA.

3. The ADA allows other exceptions to asking disability-related questions. However, excessive questioning may constitute disability-based harassment, which is prohibited by the ADA.

For additional information on the ADA, contact your attorney or the E.E.O.C. at 1-800-669-EEOC or [www.eeoc.gov](http://www.eeoc.gov).

# Post Job-Offer Medical History Questionnaire

This information will be kept confidential in a separate medical file, apart from my personnel file.

NAME: \_\_\_\_\_

1. Have you ever had or been treated for any of the following conditions or diseases?

YES	NO		YES	NO	
—	—	Epilepsy	—	—	Rheumatic Fever
—	—	Diabetes	—	—	High Blood Pressure
—	—	Cardiac Disease (Heart Trouble)	—	—	Varicose Veins
—	—	Amputation of Foot, Leg, Arm or Hand	—	—	Leg Ulcer
—	—	Total Loss of Sight in One or Both Eyes or	—	—	Chest Pain
—	—	Partial Loss of Corrected Vision of more	—	—	Tuberculosis
		than 75% bilaterally	—	—	Allergies
—	—	Residual Disability from Polio	—	—	Hay Fever or Asthma
—	—	Cerebral Palsy	—	—	Skin Trouble
—	—	Multiple Sclerosis	—	—	Reaction to Serum or Drug
—	—	Parkinson's Disease	—	—	Kidney or Bladder Trouble
—	—	Hemophilia	—	—	Ulcer
—	—	Chronic Osteomyelitis (bone infection)	—	—	Head Injury
—	—	Hyperinsulinism	—	—	Cancer
—	—	Thrombophlebitis (inflammation of a vein	—	—	Dizziness or Fainting Spells
		with a blood clot)	—	—	Arthritis or Rheumatism
—	—	Herniated Intervertebral disc (slipped disc)	—	—	Knee Injury
—	—	Surgical Removal of Intervertebral disc or fusion	—	—	Backache
—	—	Total Deafness	—	—	Shoulder Injury
—	—	Menisectomy (removal of cartilage from knee)	—	—	Alcoholism
—	—	Patellectomy (knee cap removal or replacement)	—	—	Drug Addiction
—	—	Ruptured Cruciate Ligament of the Knee	—	—	Severe Headaches
—	—	Surgical or spontaneous fusion of a major	—	—	Chronic Cough
		weight bearing joint	—	—	Shortness of Breath
—	—	One or more back injuries or diseased process	—	—	Nervous Breakdown
		of the back resulting in disability over 120 days	—	—	Mental Illness, Psychiatric Treatment
—	—	Prior Industrial Accidents with this Company	—	—	or Professional Counseling
		or Affiliated Company	—	—	Any permanent physical condition
					which constitutes a 20 percent impairment
					of a member or the body as a whole

2. Please list any condition or disease for which you have been treated in the past 3 years. If no treatment has been provided, write "none".

---



---

3. Have you ever been hospitalized? If so, for what? If you have not been hospitalized, write "none".

---



---

4. Have you ever been treated by a psychiatrist or psychologist? If so, for what condition? If no such treatment has been received, write "none".

---

---

5. Have you ever been treated for any mental condition? If no such treatment has been received, write "none".

---

6. Is there any health-related reason you may not be able to perform the job for which you are applying? If yes, please explain. If no reason, write "none".

---

---

7. Have you had a major illness in the last five years? If yes, please explain. If none, write "none".

---

---

8. How many days were you absent from work because of illness last year? If none, write "none". \_\_\_\_\_

9. Do you have any physical defects which preclude you from performing certain kinds of work? If yes, please describe such defects and specific work limitations. If none, write "none".

---

---

10. Do you have any disabilities or impairments which may affect your performance in the position for which you are applying? If none, write "none".

---

11. Are you taking any prescription medications? If yes, state the medication and the reason for taking it. If no medications are being taken, please write "none".

---

---

12. Have you ever been treated for drug addiction or alcoholism? If yes, identify the medical provider and dates of treatment. If no treatment has been provided, write "none".

---

---

13. Have you ever filed for Workers' compensation insurance? If yes, please describe in detail. If no, please write "none".

---

---

Witness Signature \_\_\_\_\_ Applicant Signature \_\_\_\_\_

Witness Signature \_\_\_\_\_

## **Employment Laws**

Following is a list of Federal employment-related laws, which may affect your operation:

- AGE DISCRIMINATION AND EMPLOYMENT ACT (ADEA)
- EMPLOYEE POLYGRAPH PROTECTION ACT OF 1988
- SECTION 1981 AND SECTION 1983-DISCRIMINATION-US CODE
- TITLE VII DISCRIMINATION - CIVIL RIGHTS ACT 1964
- THE IMMIGRATION REFORM ACT OF 1986 (IRCA)
- FAIR CREDIT REPORTING ACT (FCRA)

Refer to the state specific section for laws and regulations applicable in the states in which you operate.

## **JOB DESCRIPTIONS**

Employers should have written job descriptions that include safety related components and are kept current with operating practices.

An available source for all job functions is the Dictionary of Occupational Titles, Stock NR: 029-013-00094-2 from the U.S. Government Printing Office Telephone number - 202-512-1800 or [www.gpoaccess.gov](http://www.gpoaccess.gov).

## **SAFE OPERATING PROCEDURES**

To reduce accidents and injuries in the workplace, it is necessary for a company to have established safe operating procedures. To develop safe operating procedures, the appropriate section supervisor should conduct a job hazards analysis of each company operation. The supervisor is the logical person to complete this analysis because they are most familiar with the operation and they have the direct control over the employee(s) completing the operation. Key questions the supervisor should answer when conducting the analysis are:

1. What hazards exist in this operation that may result in an employee accident or injury?
2. What hazards have resulted in an employee accident or injury?
3. What procedures can I implement as work safety rules to reduce the employee accident and injury potential?

From this job hazard analysis the supervisor then develops work safety rules to protect employee(s) against an accident or injury. The rules should be published, the employee(s) should receive training on the rules and the supervisor should monitor the employee(s) performance to ensure the work safety rules are followed during the course of the operation.

Work safety rules and procedures, minimal requirements should include:

1. Types of personal protective equipment to be worn when completing the job (i.e., hard hats, safety glasses, shoes, specific clothing, etc.).
2. Required steps that must be taken to complete the job safely (i.e., handling and flow of materials, setup of work areas, etc.).
3. Employee inspection of the condition of tools and equipment prior to use (i.e., wiring, grounding, guards in place, etc.).
4. Procedures to follow when an unsafe act, condition, or defective equipment is noted by an employee.
5. Action to be taken when an accident or injury occurs.
6. Action which will be taken when an employee refuses to comply with established safety rules and procedures.

## **EMPLOYEE SAFETY TRAINING**

Proper employee training is an important element in maintaining a low employee injury level. Regardless of an employee's level of experience, all newly hired, newly-assigned, or reassigned employees should receive job safety training.

### **Initial Training**

All new or transferred employees must receive training on the correct way to do the job. Supervisors should perform this training which should identify to the employee the known job hazards and the safety rules and procedures which must be followed to successfully complete the job. The initial training should continue until the employee can demonstrate completion of the job in a safe manner. Written guidelines should be used by the supervisor to conduct this training, because trying to do the training from memory could mean that some important item is overlooked.

### **Refresher Training**

Refresher safety training should be accomplished on an as needed basis and should be based upon the following schedule:

1. One-on-one basis whenever the supervisor observes an employee doing something incorrectly. The necessary training should be accomplished on the spot by the supervisor.
2. Periodically for the total section, department or operation. This is an excellent forum for reviewing recent accident causes and necessary corrective measures, re-emphasizing safety rules, and allowing employee input on safety-related matters.

Whenever an employee receives an injury that requires doctor's treatment, the employee should complete refresher training of safe job procedures before resuming work.

## **SELF-INSPECTION AND/OR EVALUATION PROGRAM**

Company management and supervisory personnel should establish a Self- Inspection and/or Evaluation Program to identify, eliminate or control physical hazards in the workplace and unsafe work practices by employees.

All company operations and workplaces should be inspected by the appropriate supervisor or job foreman and should be completed according to the following minimum schedule:

1. Daily Inspection:
  - a. All portable and non-portable electrical equipment checked for proper grounding.
  - b. Housekeeping, including the handling, use, and storage of toxic, flammable, or explosive chemicals.
  - c. Employee work activities area including the use of required personal protective equipment.
  - d. Condition of company vehicles and operation of such equipment.
2. Monthly Inspection:
  - a. Work environment: Machine guarding, handrails, guardrails, stairs, stair rails, cat walks, ramps, runways, noise, lighting, airborne contaminants, and other possible hazards.
  - b. Job Procedure: Review the work process to eliminate as much as possible any existing job hazard, which may injure employees or damage material or machines.
  - c. Fire prevention for the operation.
  - d. Other safety inspections according to the type of industry involved.
3. Preventive Maintenance Inspection: A company recurring maintenance schedule inspection should include the following:
  - a. Tools, equipment, and machinery.
  - b. Building structures, interior and exterior.
  - c. Floors and elevated storage areas (for overloading).
  - d. Environmental health exposures (i.e., exhaust, dikes, etc.).
  - e. Power-operated vehicles.

4. Appropriate inspection checklists should be developed and used to conduct company Self-Evaluations. The completed inspection record should be forwarded to management. Management should follow up to ensure that all noted deficiencies have been adequately corrected.
5. Supervisor Enforcement: The individual department supervisors are the facility's key to a successful Loss Control Program. In addition to having the training and evaluation responsibilities, they must also be assigned the responsibility and accountability for employee safe working habits to include the enforcement of safe working practices with written reprimands for violators.

## SHOULD YOUR COMPANY HAVE A SAFETY INCENTIVE PROGRAM?

Implementing a safety incentive program can enhance and maintain interest in your safety program and build cooperation among employees. Safety Incentive Programs are especially effective when you want to launch a safety campaign focusing on a specific area of concern. But, a Safety Incentive Program is not a substitute for a safety program!

Before your company implements a Safety Incentive Program, you should make sure all the components of an effective safety program are in place. This includes such things as:

- ✓ A safety policy that clearly states the Company's commitment to providing a safe environment for employees, customers and visitors.
- ✓ Policies that communicate expectations of employees in terms of responsibility and accountability for safety in the work place.
- ✓ Ongoing management support for formal and informal activities that promote safety.
- ✓ Work rules that make expectations clear about job performance and other areas of conduct that affect workplace safety.
- ✓ Effective procedures for applying appropriate corrective action when employees fail to comply with expectations.
- ✓ A performance appraisal system that includes the evaluation of employee safety performance.
- ✓ A safety committee that evaluates incidents and accidents and seeks ways to prevent them in the future.
- ✓ The designation of individuals who have responsibility for monitoring workplace safety at regular intervals.

Advocates of safety incentives believe use of incentives encourages and promotes appropriate safe behavior. It is a way for companies to show they care for their employees and will recognize those who work safely. Long-term behavior can be changed by creating heightened safety awareness and providing financial rewards for proper behavior. The result can be improved morale and reduced workers' compensation costs.

To be effective, Safety Incentive Programs must be properly developed, implemented, and maintained. The most common failures in Safety Incentive Programs are a loss of management commitment (leading to a breakdown in enthusiasm and eroding funding) or improper administration (usually related to an over-burdened administration system struggling to cope with immense paperwork requirements).

The ultimate decision is up to your company – only you can decide what is best for your company given the nature of its operations, the resources available and the culture.

Whatever decision your company makes, remember, the goal of Safety Incentive Programs is to increase worker awareness of safety issues and procedures, not to win prizes.

For more information or assistance in implementing a Safety Incentive Program, contact us at 1-888-346-3461, Ext. 402, complete and return the Request for Safety Management Services Consultation form in the forms section, or visit us on the web at [www.fhmic.com](http://www.fhmic.com).

## CREATING SUCCESSFUL SAFETY INCENTIVE PROGRAMS

Implementing a Safety Incentive Program can enhance and maintain interest in your safety program and build cooperation among employees. Safety Incentive Programs are especially effective when you want to launch a safety campaign focusing on a specific area of concern.

### Common Elements of Safety Incentive Programs

All Safety Incentive Programs are not alike. But, although each Safety Incentive Program is different, all successful programs have fourteen basic elements:

1. A specific goal
2. A specific theme or focus
3. The support of top management
4. A process to record performance
5. A budget
6. A participant and judge selection process
7. Specific rules and time limits
8. Promotion among all employees
9. A special kickoff
10. A design that promotes continued interest
11. A process to communicate performance and/or standings
12. An announcement of winners
13. Communication of final standings
14. Management recognition of employees' efforts

### Designing and Implementing a Safety Incentive Program

To be effective, Safety Incentive Programs must be properly developed, implemented, and maintained. Regardless of the type of program your company implements, there are some basic steps that should be taken when designing and implementing a program. These are:

- Identify the objective
- Select participants
- Establish a theme
- Select appropriate prizes with increasing value
- Determine the program's length
- Communicate the goal

#### ***Identify The Objective***

Determine why you want to establish a Safety Incentive Program. For example, you may want to decrease workers' compensation premiums by reducing the number of worker injuries. On the other hand, increasing productivity by decreasing the number of lost workdays may be your goal. If your company is just beginning to implement a formal safety program, your goal may simply be to reinforce general safety principles.

#### ***Select Participants***

Ask "Which employees need to participate in the program -- or a particular phase of a long-term program -- to achieve the objective?"

### ***Establish a Theme***

Having a focus reminds participants of the goal you want your employees to achieve.

### ***Select Appropriate Prizes with Increasing Value***

Prizes need not be expensive, but they should have meaning. Many companies use items printed with the company's logo – and sometimes with the slogan of the program. These types of items come in a wide range of prices which allows you to set up a point system. The point system allows winners in one phase to save points toward earning prizes of higher value. Prizes that reinforce the contest theme can be very effective; for example, safety glasses, work shoes, hard hats, etc.

### ***Determine the Program's Length***

The incentive program should be intermittent and should last for a specified period of time. If carrying out a program idea will require a prolonged period, experts recommend you have several contests of short duration under the program heading. This will maintain employee interest and allow managers to stress various safety issues.

### ***Communicate the Goal***

The program should be fun, relevant to the work experience of all participating employees, and make recognition for working safely more significant than the value of the prize. The program should convey the enthusiasm of its designers to the people – supervisors, employees – for whom it was designed.

## **SUCCESSFUL SAFETY INCENTIVE PROGRAM EXAMPLES**

Following are some examples of successful Safety Incentive Programs some companies have implemented.

### **Safety Slogans**

Programs that focus on employees creating safety slogans are extremely popular. They usually do not require employees to have special knowledge about safety. Before launching the program, you should establish selection criteria to guide the judging process, i.e., originality, applicability to operations at the work location, most dramatic, most appealing slogan, etc. You should also decide who will serve as judges. These types of programs can run for as short as a month or up to a year.

#### **Most Original**

This program runs for a period of two months. You encourage all employees to submit original safety slogans. A panel of judges selects four winners each month. First prize is the choice of item from an incentive catalog (moderate prices). Prizes for runners-up are

items from an incentive catalog (lower prices). Management posts the slogans throughout the company and prints them in the company newsletter.

### **Quarterly Slogan**

Have a slogan contest quarterly. Management asks all employees to submit slogans. The company's safety committee selects the winning slogan each quarter. The employee who submits the winning slogan in any of the four quarters receives a check for \$25. The employee with the best slogan for the entire year earns an additional \$50.

Each quarterly winner could have their name and slogan displayed on the company paychecks or in the company newsletter.

### **"Do You Know?"**

You establish a budget of \$6 for each month during which this program will run. At the beginning of each month, you post a safety slogan relevant to workplace conditions or practices on bulletin boards at all work locations. At the end of the month, you put the names of all employees in a box and draw six names from the box.

The Safety Supervisor approaches each of the six in turn and asks him/her what the safety slogan is. If the employee is able to repeat the slogan, he/she receives a silver dollar. If an individual does not know the slogan, management draws another name. The process repeats until the entire \$6 is used.

### **A Variation of "Do You Know?"**

You post the slogan of the week on bulletin boards throughout the company. The Safety Supervisor picks five names at random from the company employee list and numbers them in order. Armed with five silver dollars, he/she looks for the first person on the list.

The Safety Supervisor asks the first employee what the slogan of the week is. If the employee can repeat it, he/she receives a dollar. If not, the Safety Supervisor goes on to the second person on the list. The Safety Supervisor continues until, he/she gives the \$5 away or all employees have had a chance to participate.

Usually, a period of a few weeks is sufficient to get the employees to read the safety bulletin boards, after which time the contest ends and another takes its place.

### **Best Slogan**

You and your management team encourage all employees to submit safety slogans. A group of judges selects the best one each week.

Prizes for the best slogan change weekly. It might be a baseball cap with company logo, certificates for dinner and a movie, a coffee mug, etc.

After the period designated for the program ends, the judges decide which should receive the grand prize. The winner receives an award of greater monetary value.

Each weekly winning slogan and the person submitting it receive wide publicity throughout the company. In addition to the monetary award, the grand prizewinner wins pizza and pop or donuts and coffee for his/her department.

### **Children's Safety Slogans**

For six weeks, you and your management team encourage your employees' children (up to age 12) to submit safety slogans. A panel of judges picks the winners each week -- with a prize of \$20 for first place, \$10 for second place, and \$5 for third place. At the end of the contest, there is a grand prizewinner for the best overall slogan with a \$25 award. Photographs of the winning children and their slogans appear on company bulletin boards or in the company newsletter.

### **Safety Record**

Some companies have used programs to focus on their safety record. Here are some examples:

#### ***1,000 Safe Days***

In this program, the winner is any department that is able to operate 1,000 days without a lost-time accident. Every employee in the department receives a quality gift suitably inscribed with the achievement of the department. The gift can be a ball point pen, a coffee mug, a baseball cap, or a tee shirt. The presentation is made with appropriate ceremony, pictures, and publicity.

#### ***Stock Issue***

Each employee receives a "share of stock" with a maximum value of \$7. If the company operates six months without a lost-time accident or doctor case, the share is redeemable for \$7.

Each doctor case causes the share to drop \$10, and each lost-time case causes the value of the share to drop \$2.50.

The injured employee loses \$2.50 of his/her share for a minor accident and the entire share for a lost-time case.

#### ***Hours Worked***

For each period of 50,000 hours the company goes without a lost-time accident, the company buys and displays a prize worth about \$10. After six such prizes have been bought and displayed, the company calls a meeting of all employees. At this meeting, employees have a chance to participate in a general drawing for the prize.

If a lost-time accident interrupts the contest before the six prizes have been bought and displayed, employees in the department where the accident occurred are ineligible, and all other departments are eligible for the drawing.

### ***Safe Employees***

This program, run at the beginning of each month, is for employees who had no accidents during the preceding month. The names of these employees go into a hat. A different safety slogan is posted in all work locations each month. At the end of the month, a member of management draws a name from the hat. A member of management telephones the employee's residence. If the person answering the telephone is able to quote the slogan, he/she wins a prize.

### ***No Accident – No Absenteeism***

Once a month, place stubs with the time card numbers or names of all employees in a box. The contest winner from the previous month draws one stub from the box before the monthly safety meeting.

Management checks the record of the employee for.

- No accidents during past month.
- No absenteeism during past month.

Management draws names until one employee meets these two criteria. This person receives a special prize. The name of the winner is announced at a Safety Committee Meeting or general employee meeting and appears on bulletin boards where employees congregate. This contest can be company-wide or limited to a specific department.

## ***SAFETY QUIZZES***

Safety quizzes – focused on topics related to the program's objective – can be an effective way to stimulate employees to learn more about how to work safely. Here are some examples of programs that have been found effective:

### ***Safety Know How***

This program works in organizations that publish a bulletin dealing entirely with the subject of safety. The schedule can be monthly, bimonthly, quarterly. A quiz program is set up to make sure employees read the bulletin.

The names of all employees go into a box and each month (every other month, quarter) the Safety Supervisor (or other person) draws a name. The Supervisor approaches this person and asks the employee several questions concerning the most recent issue of the bulletin. If the employee can answer the questions, he/she receives a prize.

There are two important considerations: (1) the material should not be too technical since it must appeal to a wide range of employees. Suitable topics might be good housekeeping or fire prevention. (2) The contest should take place within one week of distribution of the newsletter.

### ***Lottery Winner***

Management posts a safety slogan on all bulletin boards each day. Sometime during the day, the Safety Supervisor approaches an employee whose name has been drawn.

The Safety Supervisor asks the employee to quote the safety slogan of the day. If the employee can do this, he/she receives a lottery ticket. If not, the Safety Supervisor adds the ticket to the award the following day, increasing its value. When someone is able to quote the safety slogan accurately, that person receives the entire award. The next day the contest starts again with a new lottery ticket.

### ***Telephone Tag***

Interested employees submit their names and home telephone numbers for a special drawing. Each month, a member of management draws one name out of a box and calls the employee's home. If the person who answers the telephone is able to quote the safety slogan for the month, he or she receives a gift certificate. If not, the gift certificate increases for the next month.

## **Miscellaneous and Combination Contests**

### ***Cash and Grocery***

Only employees in departments that had no lost-time accidents during the preceding month are eligible for this contest. In this contest a combination of cash and groceries goes to one employee each month based on the ability to recall a safety slogan displayed where employees congregate.

The names of eligible employees go into a box. Management draws the winning name at the designated time each month. The winner gets \$10.

Management then makes a telephone call to the winner's home. If anyone there is able to repeat the current safety slogan, that person receives a \$25 certificate towards a grocery order from a local store.

### ***Safety Suggestion***

Management places suggestion boxes throughout the workplace. Employees write safety suggestions and place them in a suggestion box. The suggestions can be about unsafe acts, unsafe conditions, and health hazards. The Safety Committee reviews the submissions at each monthly meeting and selects the best suggestion each month by vote.

Recognition takes the form of posting the winner's name and his/her suggestion on bulletin boards along with the action management or the Safety Committee will take as a result of the suggestion.

### ***What's Wrong with This Picture?***

The company publishes a cartoon showing many types of hazards in its monthly newspaper or magazine. The company invites all employees to submit a list of all the hazards they can find. The employee who submits the longest correct list wins gift certificates that he/she can use for free lunches for one week.

### ***Good Housekeeping***

Once a month, a manager and one individual from the Safety Committee inspect various work locations. A different committee person participates each month. The manager and the member of the Safety Committee inspect and score the locations individually, not as a group. Each inspector turns his/her scoring in to a designated individual who averages the scoring for each work location.

The person doing the scoring uses a sheet listing the ten items to be checked with the department numbers across the top of the sheet. Each department can rate up to ten points on each of the ten items, making a possible total of 100 points.

By comparing the current score with the previous month's score, this person decides which work location has made the most improvement. The monthly total scores appear, in the order of rating, on bulletin boards where employees congregate.

The most improved location becomes the winner of the good housekeeping award for the month. The winning location receives a free lunch or other suitable prize.

For more information or assistance in implementing a Safety Incentive Program, contact us at 1-888-346-3461, Ext. 402, or visit us on the web at [www.fhmic.com](http://www.fhmic.com).

## SAFETY PARTNERS



Slips and falls account for nearly 30% of injuries and workers' compensation claims. Nu-Safe Floor Solutions, Inc. offers comprehensive slip-and-fall prevention programs, including on-site monitoring and inspection, employee education, safety-enhanced cleaning and anti-slip treatments and sealants. Their cost-effective products meet all ADA and OSHA standards. For more information, call 1-800-275-7771 or visit the Nu-Safe web site at [www.nusafe.com](http://www.nusafe.com).



After unsafe floors, inappropriate footwear is the leading cause of slip-and-fall accidents. Shoes for Crews specializes in affordable, attractive work shoes that are proven to reduce accidents. Shoes for Crews even backs its shoes with accident warranties of up to \$5,000 per paid claim for companies participating in its payroll deduction plan. For more information, call 1-800-523-4448 or visit the Shoes for Crews web site at [www.shoesforcrews.com](http://www.shoesforcrews.com)



When it comes to back safety and loss prevention, back support is just the tip of the iceberg. Employee education - along with the proper type of back support - has proven to be highly effective in reducing back injuries. FLA Orthopedics offers comprehensive back safety programs, including worker training and quality back supports. For more information and special discounts for FHM customers, contact Phil Barbaro at 1-800-525-1624, ext. 641 or visit FLA's Safety web site at [www.safetlift.com](http://www.safetlift.com)



Alpha Pro Tech is very aware of the personal safety concerns for employees in the food service industry. Through its innovative products and technology, Alpha Pro Tech has taken a proactive approach to help reduce accidents, slips and falls, and burns which will assist every food service operator. For more information, call 1-800-749-1363 or visit the Alpha Pro Tech web site at [alphaprotech.com](http://alphaprotech.com)

## **FORMS**

Please refer to Section VIII – State Specific Information, for the statutes and forms related to the implementation of these procedures in your state.