



National Safety
Management
Society

DIGEST

Updating Members on Safety Management News

May 2009

Table Of Contents

1. [Welcoming Our New 2009 NSMS Members](#)
2. [The ISHM “Certified Safety and Health Manager” \(CSHM\) Accreditation Has Been Achieved!](#)
3. [“Enhancing Safety Management SKAs: 2-Day Professional Development Workshop”](#)
4. [The NSMS “Blog” is Here](#)
5. [FREE ACCESS: Online Certified Safety and Health Manager \(CSHM\) Educational and Exam Preparation Reference Materials](#)
6. [General Duty Clause](#)
7. [The ‘General Duty’ Clause in Canada](#)
8. [EPA Warns Facilities: File Updated Risk Management Plans or Face Penalties](#)
9. [CDC Addresses Swine Flu Questions](#)
10. [The Effort to Build a Safety Culture Starts at the Top](#)
11. [Status Flux: Handling Change](#)
12. [What IAQ Is and How to Address It](#)
13. [How to Use Search Engines to Your Advantage Line](#)
14. [Lessons Learned: Jail Time, Fine for Roofing Company Owner in Safety Prosecution](#)
15. [Lessons Learned: Clear Lake Concrete Company Fined After Employee Death](#)
16. [Safety Training/Meeting Strategies: “Diving for Dimes”](#)
17. [Not In Real Life](#)
18. [Safety Tidbits](#)

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 National Safety Management Society memberships. We would also like to acknowledge, recognize and welcome the following new members to our professional organization:

- **Lawrence Cail**, Operations Lead – World Golf Foundation (Saint Augustine, Florida)
- **Brent Choate** (Houston, Texas)
- **Joseph Elia**, Environmental/Safety Manager – Aluma-Form, Inc. (Memphis, Tennessee)
- **Lynne Fritz**, ESH Engineer – Bechtel (Marissa, Illinois)
- **Luciene Mascarenhas**, Master of Public Administration – DoDEA (Pensacola, Florida)
- **Sheila McFerran**, President/CEO – HandsOn Greater Huntsville (Huntsville, Alabama)
- **Michael Roux**, Safety and Security Manager – McCain Foods USA (Easton, Maine)
- **Surjit S. Kamra**, Health, Safety & Environmental Manager – M.M. Smucker Company, LLC (Memphis, Tennessee)
- **Desi D. Wade**, Chief Fire Safety Inspector – ATCO FRONTEC (Afghanistan)

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!

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 (CESB). CESB 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. CESB 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 – Fall 2009 Houston, Texas Area

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. (We currently have 10 respondents) 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. The NSMS Blog can only thrive with the enthusiasm and expertise of its members and readership. We encourage and invite everyone who has an interest in workplace health and safety to be a part of the NSMS Blog and help create a community that helps all organizations be safer, healthier and compliant places to work.

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.

General Duty Clause, (By Glenn Demby, Esq., SafetyXChange, May 1, 2009)

Section 5(a)(1) of the *OSH Act* (the so called “General Duty Clause”) requires employers to keep the workplace “free from recognized hazards that are causing or are likely to cause death or serious physical harm to employees.” One of the most significant parts of OSHA’s newly revised *Field Operations Manual* (FOM) is the clarification it provides on what makes a hazard “recognized.” The FOM instructs OSHA inspectors to look for three categories of evidence demonstrating recognition.

Category 1: Employer Recognition

The first form of recognition is an employer’s actual knowledge of a hazard’s existence. “Evidence of employer recognition,” according to the FOM, “may consist of written or oral statements made by the employer or other management or supervisory personnel during or before the OSHA inspection.”

The FOM also tells inspectors to check for references to the hazard in company memos, work rules, operations manuals, standard operating procedures and collective bargaining agreements. The bottom line: If you specifically identify and address a hazard, you recognize it and must eliminate it even if it’s not covered by a specific OSHA standard.

Other evidence of employer recognition listed in the FOM:

- Prior inspections or citations for the hazard;
- Employee complaints or grievances—as long as those complaints weren’t simply “infrequent, off-hand comments”;
- Safety committee reports that address the hazard; and
- Corrective actions employers took to remedy the hazard if those actions weren’t effective or adequately maintained.

Category 2: Industry Recognition

An employer is also deemed to be aware of any hazards recognized by its industry—but not of hazards recognized by other industries to which the employer doesn't belong. The FOM instructs OSHA Area Directors and Regional Administrators to consult on which industries recognize which hazards. In other words, the determination of what hazards are recognized by a particular industry isn't supposed to be made on an ad hoc basis by inspectors in the field.

The FOM lists places to look for indications that an industry recognizes a hazard, including:

- Statements of health and safety experts that work in the industry or are familiar with working conditions within it;
- Initiation of abatement methods by members of the industry;
- Manufacturers' warnings on equipment or in literature "that are relevant to the hazard";
- Industry studies demonstrating awareness of the hazard and studies conducted by unions or employee representatives that the industry has been made aware of;
- Government and insurance studies that the industry is aware of and recognizes as valid;
- State and local laws which are currently enforced against companies in the industry—however, the FOM recommends "corroborating evidence of recognition" in these cases; and
- National consensus standards published by organizations like ANSI and NFPA, provided that the industry participated in the committee that drafted them. Standards addressing the hazard that the industry didn't help draft are just corroboration of recognition, the FOM adds.

Category 3: Common Sense

A hazard that an employer or its industry doesn't actually recognize can still be deemed "recognized" under Sec. 5(a)(1) if it's "so obvious that any reasonable person would have recognized it." At first blush, this sounds alarming. What's to stop an OSHA inspector from concluding that anything and everything is a common sense hazard? Luckily, the FOM includes a restriction to curb abuse. Inspectors should resort to common sense recognition, the FOM cautions, only in "flagrant or obvious cases." Phheeww!

Conclusion

The general duty to guard against recognized hazards has always been the fly in the ointment of OSHA compliance because it means that you can still be liable even if you do everything the OSHA standards require. The good news is that the new FOM defines the scope of the general duty with unprecedented clarity. The bad news is that the clarification extends the scope of recognized hazard about as far as it can reasonably go.

Source: If you want to check out the new OSHA *Field Operations Manual*, see, http://www.osha.gov/OshDoc/Directive_pdf/CPL_02-00-148.pdf

The ‘General Duty’ Clause in Canada *(The Canadian Perspective, Glenn Demby, May 1, 2009)*

Canadian OHS laws include the equivalent of a general duty clause requiring employer to keep the workplace generally safe and eliminate foreseeable hazards that aren’t specifically addressed in the regulations. And, as in the U.S., the general duty clause has been interpreted as covering risks like workplace violence, ergonomics and working in isolation. (However, many provinces have also adopted specific regulations dealing with these hazards.)

The duty to address foreseeable hazards is also at the center of the due diligence defence, which allows employers to avoid being held liable for an OHS violation if they can prove they took all reasonable steps to comply and prevent the hazard. In judging whether a company took all reasonable steps, courts consider if a hazard was foreseeable. The evidence of recognition sketched out in the FOM—actual knowledge, industry knowledge and common sense—would also serve as evidence of foreseeability for purposes of determining due diligence.

Substantively, then, Canada follows roughly the same due diligence scheme as the U.S. The big difference is that in Canada, there’s no FOM or other source of written guidance on what makes a risk foreseeable—other than precedent from actual court cases. However, the FOM guidance might not only influence regulators in Canada to create similar guidelines but influence how courts in prosecutions evaluate whether defendants showed due diligence.

EPA Warns Facilities: File Updated Risk Management Plans or Face Penalties

The U.S. Environmental Protection Agency is working to ensure that facilities submit updated risk management plans (RMPs) as required by federal law and has levied fines against companies that do not. RMPs, required under the Clean Air Act, contain information assessing plans in place to prevent and respond to accidental releases of hazardous substances from facilities and must be updated at least every five years. About 140 facilities in the area covered by EPA's Region 2 office, which includes New York, New Jersey, Puerto Rico, and the U.S. Virgin Islands, have plans due this year.

In a streamlined enforcement process, EPA's Region 2 office continually identifies facilities that currently have risk management plans in place to see which plans are overdue. Where the agency finds facilities that have not updated their plans on time, it is giving that facility a chance to comply and pay a discounted penalty. This was the case recently for the Kuehne Chemical Company in South Kearny, N.J. As a result of EPA's enforcement efforts, the company updated its plan and paid a \$1,400 penalty for late filing. Additional enforcement actions are planned in the coming months.

For assistance in submitting an updated RMP, facilities should contact the RMP Reporting Center at (301) 429-5018. Additionally, EPA has developed a new method for preparing and submitting an RMP that became available on March 13, 2009. The new method is called

RMP*eSubmit and information about it and how to set up an RMP*eSubmit account can be found at www.epa.gov/emergencies/rmp.

CDC Addresses Swine Flu Questions

The Centers for Disease Control and Prevention (CDC), inundated this past week with questions about swine influenza, posted the following Q&A to its Web site late Wednesday night. For any updates to the information, visit www.cdc.gov/swineflu/swineflu_you.htm.

What is swine flu?

Swine Influenza (swine flu) is a respiratory disease of pigs caused by type A influenza viruses that causes regular outbreaks in pigs. People do not normally get swine flu, but human infections can and do happen. Swine flu viruses have been reported to spread from person-to-person, but in the past, this transmission was limited and not sustained beyond three people.

Are there human infections with swine flu in the United States?

In late March and early April 2009, cases of human infection with swine influenza A (H1N1) viruses were first reported in Southern California and near Guadalupe County, Texas. Other U.S. states have reported cases of swine flu infection in humans and cases have been reported internationally as well. An updated case count of confirmed swine flu infections in the United States is kept at www.cdc.gov/swineflu/investigation.htm. CDC and local and state health agencies are working together to investigate this situation.

Is this swine flu virus contagious?

CDC has determined that this swine influenza A (H1N1) virus is contagious and is spreading from human to human. However, at this time, it is not known how easily the virus spreads between people.

What are the signs and symptoms of swine flu in people?

The symptoms of swine flu in people are similar to the symptoms of regular human flu and include fever, cough, sore throat, body aches, headache, chills, and fatigue. Some people have reported diarrhea and vomiting associated with swine flu. In the past, severe illness (pneumonia and respiratory failure) and deaths have been reported with swine flu infection in people. Like seasonal flu, swine flu may cause a worsening of underlying chronic medical conditions.

How does swine flu spread?

Spread of this swine influenza A (H1N1) virus is thought to be happening in the same way that seasonal flu spreads. Flu viruses are spread mainly from person to person through coughing or sneezing of people with influenza. Sometimes people may become infected by touching something with flu viruses on it and then touching their mouth or nose.

Can I get swine influenza from eating or preparing pork?

No. Swine influenza viruses are not spread by food. You cannot get swine influenza from eating pork or pork products. Eating properly handled and cooked pork products is safe.

How can someone with the flu infect someone else?

Infected people may be able to infect others beginning 1 day before symptoms develop and up to 7 or more days after becoming sick. That means that you may be able to pass on the flu to someone else before you know you are sick, as well as while you are sick.

What should I do to keep from getting the flu?

First and most important: wash your hands. Try to stay in good general health. Get plenty of sleep, be physically active, manage your stress, drink plenty of fluids, and eat nutritious food. Try not touch surfaces that may be contaminated with the flu virus. Avoid close contact with people who are sick.

Are there medicines to treat swine flu?

Yes. CDC recommends the use of oseltamivir or zanamivir for the treatment and/or prevention of infection with these swine influenza viruses. Antiviral drugs are prescription medicines (pills, liquid, or an inhaler) that fight against the flu by keeping flu viruses from reproducing in your body. If you get sick, antiviral drugs can make your illness milder and make you feel better faster. They may also prevent serious flu complications. For treatment, antiviral drugs work best if started soon after getting sick (within 2 days of symptoms).

How long can an infected person spread swine flu to others?

People with swine influenza virus infection should be considered potentially contagious as long as they are symptomatic and possible for up to 7 days following illness onset. Children, especially younger children, might potentially be contagious for longer periods.

What surfaces are most likely to be sources of contamination?

Germs can be spread when a person touches something that is contaminated with germs and then touches his or her eyes, nose, or mouth. Droplets from a cough or sneeze of an infected person move through the air. Germs can be spread when a person touches respiratory droplets from another person on a surface like a desk and then touches their own eyes, mouth, or nose before washing their hands.

How long can viruses live outside the body?

We know that some viruses and bacteria can live 2 hours or longer on surfaces like cafeteria tables, doorknobs, and desks. Frequent hand washing will help you reduce the chance of getting contamination from these common surfaces.

What can I do to protect myself from getting sick?

There is no vaccine available right now to protect against swine flu. There are everyday actions that can help prevent the spread of germs that cause respiratory illnesses like influenza. Take these everyday steps to protect your health:

- Cover your nose and mouth with a tissue when you cough or sneeze. Throw the tissue in the trash after you use it.
- Wash your hands often with soap and water, especially after you cough or sneeze. Alcohol-based hand cleaners are also effective.
- Avoid touching your eyes, nose, or mouth. Germs spread this way.

- Try to avoid close contact with sick people.
- If you get sick with influenza, CDC recommends that you stay home from work or school and limit contact with others to keep from infecting them.

What is the best way to keep from spreading the virus through coughing or sneezing?

If you are sick, limit your contact with other people as much as possible. Do not go to work or school if ill. Cover your mouth and nose with a tissue when coughing or sneezing. It may prevent those around you from getting sick. Put your used tissue in the wastebasket. Cover your cough or sneeze if you do not have a tissue. Then, clean your hands, and do so every time you cough or sneeze.

What is the best technique for washing my hands to avoid getting the flu?

Washing your hands often will help protect you from germs. Wash with soap and water or clean with alcohol-based hand cleaner. We recommend that when you wash your hands--with soap and warm water--that you wash for 15 to 20 seconds. When soap and water are not available, alcohol-based disposable hand wipes or gel sanitizers may be used. You can find them in most supermarkets and drugstores. If using gel, rub your hands until the gel is dry. The gel doesn't need water to work; the alcohol in it kills the germs on your hands.

What should I do if I get sick?

If you live in areas where swine influenza cases have been identified and become ill with influenza-like symptoms, including fever, body aches, runny nose, sore throat, nausea, or vomiting or diarrhea, you may want to contact their health care provider, particularly if you are worried about your symptoms. Your health care provider will determine whether influenza testing or treatment is needed.

If you are sick, you should stay home and avoid contact with other people as much as possible to keep from spreading your illness to others.

If you become ill and experience any of the following warning signs, seek emergency medical care.

In children, emergency warning signs that need urgent medical attention include:

- Fast breathing or trouble breathing
- Bluish skin color
- Not drinking enough fluids
- Not waking up or not interacting
- Being so irritable that the child does not want to be held
- Flu-like symptoms improve but then return with fever and worse cough
- Fever with a rash

In adults, emergency warning signs that need urgent medical attention include:

- Difficulty breathing or shortness of breath
- Pain or pressure in the chest or abdomen

- Sudden dizziness
- Confusion
- Severe or persistent vomiting

How serious is swine flu infection?

Like seasonal flu, swine flu in humans can vary in severity from mild to severe. Between 2005 until January 2009, 12 human cases of swine flu were detected in the United States with no deaths occurring. However, swine flu infection can be serious. In September 1988, a previously healthy 32-year-old pregnant woman in Wisconsin was hospitalized for pneumonia after being infected with swine flu and died 8 days later. A swine flu outbreak in Fort Dix, New Jersey, occurred in 1976 that caused more than 200 cases with serious illness in several people and one death.

What is CDC doing in response to the outbreak? [As of April 29, 2009, 10:55 p.m. ET]

CDC has implemented its [emergency response](#). The agency's goals are to reduce transmission and illness severity, and provide information to help health care providers, public health officials, and the public address the challenges posed by the new virus. CDC continues to issue new [interim guidance](#) for clinicians and public health professionals. In addition, CDC's Division of the Strategic National Stockpile (SNS) continues to send antiviral drugs, personal protective equipment, and respiratory protection devices to all 50 states and U.S. territories to help them respond to the outbreak.

What epidemiological investigations are taking place in response to the recent outbreak?

[As of April 29, 2009, 10:55 p.m. ET]

CDC works very closely with state and local officials in areas where human cases of H1N1 (swine flu) infections have been identified. In California and Texas, where EpiAid teams have been deployed, many epidemiological activities are taking place or planned including:

- Active surveillance in the counties where infections in humans have been identified;
- Studies of health care workers who were exposed to patients infected with the virus to see if they became infected;
- Studies of households and other contacts of people who were confirmed to have been infected to see if they became infected;
- Study of a public high school where three confirmed human cases of influenza A (H1N1) of swine origin occurred to see if anyone became infected and how much contact they had with a confirmed case; and
- Study to see how long a person with the virus infection sheds the virus.
- Links to non-federal organizations are provided solely as a service to our users. These links do not constitute an endorsement of these organizations or their programs by CDC or the federal government, and none should be inferred. CDC is not responsible for the content of the individual organization Web pages found at these links.

The Effort to Build a Safety Culture Starts at the Top (By Scott Gaddis, *SafetyXChange*, April 28, 2009)

Operating an illness- and injury-free facility is no longer a dream. In many workplaces, it has become a reality—and not just for one year but for several years running. To achieve this success, a company must make one crucial decision: It must commit itself to making safety a core value. Better yet, it should make safety the organization's chief value.

Safety Cultures Comes from the Top Down

In the past, companies have viewed safety as a line-driven activity that must first be implemented at the bottom and work its way to the top. In fact, just the opposite is true. Safety must *start* with an organization's senior management and leadership team that demonstrate their own active commitment to safety with a passion that permeates through the entire organization.

Workplaces that achieve the highest levels of safety have done so by creating a culture that embraces safety and empowers employees to maintain a commitment to safety in everything they do. To improve the safety culture of an organization, consider the following:

- The safety process must touch every person in the organization;
- Safety must be a permanent agenda item, discussed at the start of every meeting;
- Leaders must be held accountable for safety performance;
- Safety must be the operational fabric of a facility, not a separate function; and
- Safety must be integral to every business activity.

OSHA concurs with this assessment stating that “the best Safety and Health Programs involve every level of the organization, instilling a safety culture that reduces accidents for workers and improves the bottom line for managers,” concluding that “when safety and health are part of the organization and a way of life, everyone wins.”

Making Safety Part of the Company's Fabric

In this context, “safety departments” don't exist. Of course, safety professionals are vitally important but their role shifts to a resource function that empowers others through capability development, coaching and mentoring. The very best safety programs are owned at the manufacturing line, utilizing production-level employees on teams to develop and implement safety processes. Safety should also be aligned with other business functions to ensure that it receives the necessary resources and attention.

To be successful, organizations should create career paths that turn employees into safety leaders by ensuring that everyone is highly trained and motivated not just to *meet* but to *exceed* expectations. The focus should be on developing a culture that supports the belief that every employee can create and maintain a workplace free of illness and injury. The result will be workers who feel ownership of the safety process and a shift from an independent to an interdependent work culture. This will eliminate unsafe behaviors and conditions and the injuries and illnesses they create.

Rather than simply meeting regulatory requirements, organizations will achieve safety excellence. According to OSHA, when a company's safety culture is strong, "everyone feels responsible for safety and pursues it on a daily basis; employees go beyond 'the call of duty' to identify unsafe conditions and behaviors, and intervene to correct them."

Practical Strategies

With this in mind, consider posting the following three safety principles throughout your facility to underscore the importance your organization places on achieving its safety goals:

1. Any person can and must confront unsafe behaviors and conditions. No one is authorized to disregard such a warning;
2. No one is expected to perform any function or accept any direction that they believe to be unsafe to themselves or others, or that creates an unsafe situation regardless of who directs them to take such an action; and
3. Anyone who feels that a process is unsafe will shut down that process and work with appropriate team members to create a safe situation.

Conclusion

One final word of advice: Don't be afraid to miss targets or make mistakes. Everybody experiences setbacks at some point. Moreover, the errors you make represent opportunities to identify and correct the deficiencies in your safety process. The essence of success, in other words, isn't to avoid making mistakes but to avoid making the same mistakes twice.

Status Flux: Handling Change (by Richard Hawk, *The Hawk's Eye View*, December 29, 2008)

"You can change anything you want, but you can't change everything you want."
—John Rogers, Peter McWilliams

Things change. Stuff happens. What's fine today is folly tomorrow. Take a moment to consider how computers, cell phones and recent world events have changed our lives. It becomes obvious to the most casual observer that we better be prepared to handle change. What exactly does it mean to "handle change"?

Change Management

Change management has become a corporate buzzword. But what *is* it? More importantly, what can you actually *do* to manage change?

Let's start with what you *can't* do. If you try to manage change the same way you manage a stable routine situation, you're going to have real problems. You need to recognize that change is

usually under-managed—even simple changes. People up and down the chain of command are often too resistive, too reactive and too closely tied to the old ways.

With a new year less than 24 hours away, here are a few ways to manage change, instead of letting change manage you.

View Change with a Positive Attitude

You might disagree with a change taking place in your organization. But as the old saying goes, if you can't beat 'em, join 'em. If the change is going to be implemented anyway, then you might as well be upbeat and even enthusiastic about it. Remember that your attitude and morale affect those of the employees you work with. So don't be grudging in your acceptance of the change.

Wrong: “I don't like it either, but, hey, my hands are tied and that's just how it's going to be.”

Right: “This is the way it is now (or is going to be soon.) The old way has been discarded (or changed). We must figure out the best tactics to use to handle it.”

Invite Resistance

The 15th century political theorist Machiavelli wrote these words in *The Prince*:

“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things, because the innovator has for enemies all those who have done well under the old conditions and lukewarm defenders in those who may do well under the new.”

Machiavelli is basically making the old “I've-been-doing-it-this-way-for-25-years-and-it's-always-worked” kvetch. The best way to take the steam out of this type of resistance is to welcome it. Only you need to be prepared to show why the new way is better, or at least necessary.

Communication Paves the Way for Change

When people understand the why's and wherefore's of the new way of doing business, they gain some feeling of participation. But too often companies, governments and leaders in general make changes and enforce them without communication beforehand.

Employees should be kept informed of proposed changes that might impact them well before those changes become official. It's best to communicate changes and their purposes verbally and in writing before, during and after the change takes place.

Make the Change Slowly, If Possible

When it comes to change, you may not have the luxury of time. For example, if you discover that a certain practice is dangerous or causing your company to bleed capital, you need to change it right away.

But if immediate change isn't necessary, try not to rush it. By the same token, try to implement the change *before* it becomes necessary to give people at your organization the chance to adjust.

Pass Out “Psychological Paychecks”

According to *Business as Unusual* by Price Pritchett, Ph.D. and Ron Pound, Ph.D.

"Sometimes you're not in a position to give employees more in terms of tangible rewards. But there is no limit to the intangible rewards you can provide. . . . These psychological paychecks require little effort on your part and cost the company nothing. They represent an excellent way for you to compensate your people for the extra effort required of them during times of transition and change."

After the change is in effect, make a special effort to thank those who are affected by it. It's been shown over and over again that a compliment or a simple “thank you” can make a huge difference in a person's mood and behavior.

Conclusion

It's been said that the only person who likes change is a baby in a wet diaper. Perhaps this is true. That's why you need to make an extra effort to help your workforce accept and adapt to changes in the way they work. Remember that the way you handle change is a reflection of your management ability as well as your personal maturity.

What IAQ Is and How to Address It (By George Davis, *Safety-X-Change* – June 17, 2008)

I was in a construction company office the other day and didn't know which was worse: the smell of the cigarettes or the smell of the chemicals. Both were horrible. "Oh, it's always like that," the secretary responded when I pointed out the odor. "It's just part of the construction industry." I was shocked. Nobody should have to breathe in cigarette smoke or chemical fumes. Of course, I realize I'm preaching to the choir here. As safety professionals, you understand the importance of indoor air quality (IAQ). But for the uninitiated, here's an overview on *why* it's important and what can be done by supervisors and employees to improve it.

Why IAQ Is Important

Studies conducted by the U.S. Environmental Protection Agency (EPA) and others have found that the level of pollutants of air in indoor environments is actually higher than the levels of the air outside. These pollutants increase the risk of illness.

Since most Americans spend up to 90% of their time indoors, indoor air quality is a major concern for employers because of its effects on the health and productivity of employees. In fact, the EPA estimates that poor IAQ may cost the nation tens of billions of dollars each year in lost productivity and medical care and, in their 1989 Report to Congress, concluded that improved indoor air quality can result in fewer lost work days and higher productivity.

Factors that Contribute to IAQ

While most buildings don't have severe IAQ problems, even well run buildings can sometimes experience episodes of poor IAQ.

But what exactly is indoor air quality? It's not a simple, easily defined problem like a wobbly desk or a leaky faucet. IAQ is a constantly changing interaction of complex factors that affect the types, levels and importance of pollutants in indoor environments. These factors include:

- Sources of pollutants or odors;
- Design, maintenance and operation of building ventilation systems;
- Moisture and humidity;
- Occupant perceptions; and
- Susceptibilities, etc.

There are many other factors that affect comfort or perception of indoor air quality.

3 Key Pollutants

Three of the key pollutant categories include:

1. **Biological Contaminants:** Excessive concentrations of bacteria, viruses, fungi (including molds), dust mite allergens, animal dander and pollen may result from inadequate maintenance and housekeeping, water spills, inadequate humidity control and condensation, or may be brought into the building by occupants, infiltration or ventilation air. Indoor biological pollutant exposures can cause symptoms in allergic individuals and also play a key role in triggering asthma episodes for an estimated 15 million Americans.

2. **Chemical Pollutants:** Sources of chemical pollutants include tobacco smoke, emissions from products used in the building (e.g., office equipment and furniture, wall and floor coverings, and cleaning and consumer products), accidental spill of chemicals and gases such as carbon monoxide and nitrogen dioxide.

3. Particles: Particles are solid or liquid substances that are light enough to be suspended in the air, the largest of which may be visible in sunbeams streaming into a room. However, smaller particles that you cannot see are likely to be more harmful to health. Particles of dust, dirt or other substances may be drawn into the building from outside and can also be produced by activities that occur in buildings, like sanding wood or drywall, printing, copying, operating equipment and smoking.

Effects of Pollutants

Many different factors influence how indoor air pollutants impact occupants. Some pollutants, such as radon, are of concern because exposure to high levels of the pollutant over long periods of time increases risk of serious, life threatening illnesses, such as lung cancer. Other contaminants, such as carbon monoxide at very high levels, can cause death within minutes. And some pollutants can cause both short and long term health problems. For example, prolonged exposure to environmental tobacco smoke can cause lung cancer and short term exposures can result in irritation and significant respiratory problems for some people, particularly young children.

It's also important to note that people can react very differently when exposed to the same contaminants at similar concentrations. For example, some people can develop severe allergic reactions to biological contaminants to which other people will not react. Similarly, exposure to very low levels of chemicals may be irritating to some people but not others. For people with asthma and other pre-existing conditions, exposure to irritants like environmental tobacco smoke or gases or particles from various indoor sources may cause more severe reactions than the same exposure would in other people.

Conclusion

Now that we've cleared up the definitions, identified some key pollutants and listed the possible effects on employees, next week we'll look at seven important components of your key defense against poor IAQ: your HVAC system.

How to Use Search Engines to Your Advantage Line *(By Lauryn Franzoni, ExecuNet, Safety-X-Change – December 18, 2008)*

Google and other Internet search engines have changed job seeking like they've changed everything else. What hath Google wrought? And how can you, as safety professionals, take advantage of Google to enhance your job search and career prospects? Here are three quick tips.

1. Give Yourself a Regular Google

Understand that Google has become a tool for background checking. Most recruiters and companies use Google to check out job candidates. That makes it an absolute must to Google

yourself regularly to determine what the people checking you out are seeing. Be sure to check the "images," "news" and "newsgroup" directories.

2. Build Your Own Website

Build a simple website that displays your résumé, articles, press mentions, awards, etc. Not only will the site serve as an electronic portfolio of your experience and success, but it will also get noticed by Googling recruiters. Building a personal website is almost an imperative if your "narcissurfing" yields unflattering results. Carving out your own niche in cyberspace will divert attention from the bad things and ensure that Googlers come away with something positive about you.

3. Start Your Own Blog

Create a blog—short for web log. This will enable you to gain control over the results that emerge when someone searches on your name. Each blog entry is “signed” by the name of the author each time it’s updated. Blogs are typically updated at least once a day. And because search engines rank results by recency and frequency, the blog will land at the top of the search pages.

Conclusion

In the cyber age, it’s go, go, go. I think these nuggets will help you adjust to the brave new world of Google and enrich your career prospects.

Lessons Learned: Jail Time, Fine for Roofing Company Owner in Safety Prosecution *(By Cal-OSHA Reporter, April 14, 2009)*

In the second prosecutorial action in as many days, the Sonoma County District Attorney has obtained a no-contest plea from a Santa Rosa roofing company in connection with two incidents in 2006 that left one worker dead and another with major head trauma. The company owner received jail time and almost \$250,000 in fines and restitution. A supervisor also was sentenced to jail and the firm's former owner will be arraigned in May.

The prosecution of ANC Roofing comes after Cal/OSHA's Bureau of Investigations referred the case to the county prosecutor. The Division of Occupational Safety and Health (DOSH) has cited the company in the two cases, one for alleged willful violations of a Title 8 safety order.

On May 11, 2006, a 32-year-old roofer was killed at a commercial site in Rohnert Park when he fell through a skylight while laying felt on a flat roof. Then, on Sept. 21, 2006, another ANC employee received serious injuries while working on a roof in Windsor. He was part of a crew installing thermoplastic roofing material when he reached out to grab a piece of plastic that the wind had caught, lost his balance and fell through a skylight.

DOSH cited ANC for an alleged serious violation in the first incident, with a proposed penalty of \$14,400. The second incident resulted in an alleged serious/willful violation and proposed "jumbo" penalties of \$70,500.

Kenneth Hugh Alton of Santa Rosa, ANC's owner, pleaded no contest to charges of failing to protect employees from a hazard and was sentenced to nine months in jail, plus \$248,000 in fines and restitution. Company supervisory Robert Lawrence McAfee, also of Santa Rosa, also pleaded no contest and was sentenced to 30 days in jail. Former owner Dale Charles has been charged with a misdemeanor and will be arraigned May 18.

General Industry Safety Orders 3212(e) requires that employees approaching within six feet of any skylight be protected from falling through the opening.

The announcement of the successful prosecution comes a day after the San Joaquin County D.A. announced felony charges against the principals of Merced Farm Labor Contractor in connection with the death of a 17-year-old pregnant farm worker in May 2008 due to heat illness.

Lessons Learned: Clear Lake Concrete Company Fined After Employee Death *(By Bob Fisher, KRIB-Radio Iowa, Mason City – April 23, 2009)*

A Clear Lake company that makes structural concrete has been fined after the death of an employee earlier this year. Andrews Prestressed Concrete has been fined more than \$357,000 by the Iowa Occupational Safety and Health Bureau after the accident that killed 35-year-old Simon Trinidad on January 27th.

Trinidad suffocated after falling into a metal hopper and was trapped in sand. A citation was issued by the state officials after they say company workers were exposed to a 12-foot deep, open hopper that wasn't protected by guardrails.

That citation also indicated that the company was fined for the same violation back in December of 2006.

Safety Training/Meeting Strategies: “Diving for Dimes” *(by Terry W. Beahan – Forest Service, Safety Stuff by Richard Hawk – February 11, 2009)*

Recently, while hosting a safety briefing for managers preparing for an extended field trip, I used the following demo to emphasis the seriousness of hypothermia. To prepare for the demonstration: Fill a clean five gallon bucket with two bags of ice. (I used seven- pound bags of ice cubes.) Then fill the bucket with water Let stand for 30 minutes.

The Demo:

1. Hold up a dollar bill and ask if anyone would like to earn a dollar. If you have to, beg or even appoint a "volunteer."

2. When they come forward, roll out your bucket of ice water. (The volunteer may also have to roll up one of their sleeves.)
3. Then reach into your pocket and pull out 10 dimes and drop them into the bucket.
4. Inform the volunteer they can have all the money that they want. However, they must remove only one dime at a time.
5. While they are diving for dimes (or afterwards), discuss the key elements of Hypothermia (temperature, moisture, wind, lapsed time of exposure, etc.)

It's not long before it's obvious that the volunteer is having trouble getting the dimes out because of the water temperature. In fact, I've never had anyone draw out more than five dimes. This is an excellent demonstration that's also a lot of fun.

Not In Real Life

Here's something just for fun. We all know that movies aren't "real." But here are a few common violations of the laws of physics and reality that are safety/health related. (I hope this doesn't ruin the next action/adventure film you watch!) *Sources: Insultingly Stupid Movie Physics by Tom Rogers, Take Me To Your Leader by Ian Harrison, "Wikipedia.com"*

- A real person trying to jump through a safety-glass window would knock themselves out; if they jumped through a typical 1/4 inch plate-glass window, they would tear themselves to shreds. In films, they escape unhurt through a shower of broken glass.
- A real person cannot outrun an explosion and dive for cover before the blast reaches them--explosions occur at more than 135,000 mph (217,260 kmph) and the current 100 m record is less than 23 mph (37 kmph).
- It's very improbable that a real cigarette would ignite a pool of gasoline.
- Real cars don't explode as soon as they hit something. Even if the car does catch fire, explosions are rare and delayed. (For a car to explode during impact the tank must catastrophically rupture and spew a fine mist of gasoline over a large area so it can vaporize and mix with air in exactly the right proportions. The mixture must then find a source of ignition.)
- A real vehicle can only jump a gap with a steep launching ramp, but movie vehicles often do so from a shallow incline or, as in *Speed*, with no incline at all.
- Real bullets do not pack enough punch to hurl a victim backward through the air.
- Typical handgun bullets don't flash whenever they hit an object, even a metal one. They're made of lead and sometimes clad with copper, neither of which sparks when impacting on steel. (In the chemical industry it's commonplace to limit maintenance workers to copper-alloy or lead hammers when they are working in areas where flammable fumes may be present. Hammers made of these materials do not produce sparks when they strike objects, while steel hammers can.)
- You know that superheroes don't exist, but they're portrayed as existing in the real world and operating in cities populated by real humans. If a superhero were able to catch a falling heroine, the chances are that the sudden deceleration would break her neck.
- Victorian London smogs were a dirty greenish- yellow (hence the name "pea souper"), not white, as in films like *From Hell*.

- Large asteroids are thousands of miles apart, which means that spaceships would not have to dodge continuously to avoid them.

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

- Woman age 25 have the lowest rate of death from an accident (one per thousand persons).
- In Switzerland, it's a legal requirement for drivers with defective vision to keep a spare pair of glasses in the car.
- The Mayo Clinic estimates that the odds a person will suffer from hemorrhoids sometime during their life to be 1 to 1.
- The Japanese word koroski means "death induced by overwork."
- The United Nations ranks Norway #1 in "quality of life." (Canada came in 3rd, the U.S. 6th.)
- How about you? About 1 in 10 office employees have kicked a copy machine in frustration.
- Number-one complaint of grocery shoppers nationwide: Bananas--too ripe or not ripe enough.
- Peak time for suicides on the London Underground 11:00 a.m.
- About 30 percent of teenage males consistently apply sun protection lotion when sunbathing, compared to 46 percent of female teens.
- Even snake bites! About 40 percent of U.S. snakebite victims are under the influence of alcohol when bitten.