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## Welcoming Our New 2010 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 2010 National Safety Management Society memberships. We would also like to acknowledge, recognize and welcome the following new members to our professional organization:

- Josefina Carrillo, Safety Coordinator/Maintenance Engineer – The Orleans hotel & Casino (Las Vegas, Nevada)
- Terry Hubbard, Safety Observer, British Petroleum (BP) – Spill Cleanup/Clean Harbors (Pascagoula, Mississippi)
- Brian McCann, HSE Manager/Owner, Advanced Safety Solutions, LLC (Inverness, Florida)

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

### ANNOUNCEMENT

CONFIRMATION OF WORKSHOP OFFERING!

NATIONAL SAFETY MANAGEMENT SOCIETY

“Enhancing Safety Management Skills, Knowledge & Abilities (SKAs): 2-Day Professional Development Workshop”

Dates: October 20-21, 2010

Location: The Woodlands, Texas (Houston, Texas Area)

Due to the large number of positive email responses we have been receiving over the past several months, and the companies' desires for front-line supervisory/management safety training rather than compliance-focused regulatory training, the NSMS Board of Directors has voted to go forth with offering this 2-day professional development workshop in the Fall Quarter of this year.

This workshop will enable safety professionals/managers to sharpen their skills, knowledge and abilities in interacting with employees and company leadership. The interdisciplinary two-day professional development program will be offered on October 20-21, 2010 in Woodlands, Texas which is 15 minutes from Houston, Texas' George Bush Intercontinental Airport (IAH).

The fee (early-bird, pre-registration payment) for NSMS members is \$150 and \$275 for non-members and an on-site (or late) registration payment of \$185 for NSMS members and \$325 for non-members (includes lunch and program materials). With space available, college students enrolled and majoring in this field of study are also invited to attend (NSMS Student [Affiliate] Members' workshop fee is \$100). However, attendance is

limited to the first 25 registrants. If we exceed the "25 attendees" training room capacity, a waiting list will be generated.

Please email us at [nsmsinc@yahoo.com](mailto:nsmsinc@yahoo.com) to reserve your space. Early bird registration ends on September 10, 2010. Hope to see you in The Woodlands! Thank you.

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"Enhancing Safety Management SKAs: 2-Day Professional Development Workshop"

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

Day One – (subject to minor adjustments)

- 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 – (subject to minor adjustments)

- OSH Auditing Techniques
- 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

## **Members' Accomplishments and Special Recognitions**

- NSMS Member #8741, Mr. Robert Lawless (President of Client Safety Resources, Inc.), was recently recognized and honored by his peers in April, 2010 by the New Jersey State Safety Council at their Expo in Atlantic City. He received the "Distinguished Service to Safety Award". Congratulations, Robert, for your contributions, commitment and professional service to the field of safety!
- NSMS Member #8778, Mr. Gentry Richardson, formerly a Management Analyst with the Florida Division of Emergency Management, has changed employers and is now the Safety and Health Manager for the Florida Department of Transportation. Congratulations, Gentry, on your new position and we wish you much success as you immerse yourself in the broader practice of safety management!

- NSMS Member #8789, Mr. Dwight Dobbins (Safety Coordinator for Compressco in Oklahoma City, Oklahoma) has satisfied the criteria to obtain the NSMS “Certified Safety Supervisor” (CSS) designation. Congratulations on achieving this recognition, which demonstrates that you possess the critical skills, knowledge and abilities to effectively oversee worker/operational safety and health in the field.

If any current member would like to share his/her special accomplishments and/or recognition awards, please send those announcements to [nsmsinc@yahoo.com](mailto:nsmsinc@yahoo.com) and we will gladly publish them and celebrate together! A photo is optional.

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

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

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

The CSHM credential recognizes safety and health professionals who demonstrate knowledge of health and safety management skills and techniques through examination and experience.

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

## **NSMS' "Certified Safety Supervisor (CSS)" Credential Now Accepted Towards Associate Safety Health Manager (ASHM) Qualification**

Associate Safety and Health Manager (ASHM) designation is intended to recognize those individuals who possess some combination of formal training and experience listed below that prepares them for safety and health management responsibilities. The ASHM serves to let potential employers and current employers know that these individuals have been formally educated to address workplace safety and health issues or are ready to step into entry level positions in safety management.

Individuals who receive the ASHM designation have a period of six years to pass the accredited Certified Safety and Health Manager (CSHM) certification examination. The ASHM designation will permanently expire six years after the date of issue or when replaced by the CSHM designation, whichever comes first. For more information, please visit the ISHM website: <http://www.ishm.org/pages/associate.html>

Upon completion of the application package, approval by the review committee, and payment of the appropriate fees, a candidate who does not have a college degree, but is a holder of a safety certificate recognized by the ISHM Board (<http://www.ishm.org/pdf/certprograms.pdf>), plus nine years of qualifying work experience is eligible for the ASHM designation:

## **NSMS Members Receive 20% Discount For Bloodborne Pathogens Training**

### ***Why do I need to learn about the risk of occupational exposure to bloodborne pathogens?***

OSHA estimates more than 5.6 million workers are at risk of occupational exposure to bloodborne pathogens. All occupational exposure to blood or other potentially infectious materials (OPIM) place workers at risk for infection with bloodborne pathogens.

Workers in many different occupations are at risk of exposure to bloodborne pathogens, including Hepatitis B, Hepatitis C, and HIV/AIDS. First aid team members, housekeeping personnel in some settings, nurses and other healthcare providers are examples of workers who may be at risk of exposure.

Quality Safety Training offers two bloodborne pathogens courses covering OSHA Bloodborne Pathogens standard 29 CFR 1910.1030. Course 755 Bloodborne Pathogens is designed to meet the needs of those with general occupational exposure to bloodborne pathogens. Course 756 Bloodborne Pathogens in Healthcare Settings is based on course 755, but also includes content designed for those working in a healthcare setting.

To receive your 20% discount, enter "NSMS" in the organization field when submitting your exam. It's that easy!

Go to [www.qualitysafetytraining.com](http://www.qualitysafetytraining.com) to start right now.

## **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](http://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.

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## **OSHA Makes Pact With Pennsylvania Oil & Gas Industry**

*(OH&S Occupational Health & Safety – July 17, 2010)*

OSHA has joined the Pennsylvania Independent Oil and Gas Association (PIOGA) and the Pennsylvania/OSHA Consultation Program at Indiana University of Pennsylvania to promote workplace safety and health for oilfield workers. OSHA and PIOGA officially announced the alliance at a special ceremony held at PIOGA headquarters in Wexford, Pa.

The alliance aims to identify and prevent worker exposure to hazards specific to the oil and gas industries through a tailored training and education program. PIOGA is a non-profit trade organization serving oil and gas-related businesses in the Appalachian area.

“Each day, oilfield workers are exposed to any number of hazards, including falls, fires, and explosions,” said John Hermanson, OSHA regional administrator in Philadelphia. “This alliance further strengthens OSHA’s ongoing efforts to protect workers in this area.”

Through its Alliance Program, OSHA works with groups committed to safety and health, including businesses, trade, or professional organizations, unions and educational institutions, to leverage resources and expertise to develop compliance assistance tools and resources, and share information with employers and employees to help prevent injuries, illnesses, and fatalities in the workplace. OSHA and the organization sign a formal agreement with goals that address training and education, outreach and communication, and promoting the national dialogue on workplace safety and health.

OSHA area offices in Erie, Harrisburg, Pittsburgh and Wilkes-Barre are participating in the alliance, which will remain in effect for two years. For more information, contact the Erie Area Office at 814-461-1492.

## **OSHA First: Unique Enforcement Tactic Employed**

*(Workplace HR & Safety – July 20, 2010)*

OSHA filed a complaint against the U.S. Postal Service for electrical work safety violations. The complaint, which asks the Occupational Safety and Health Review Commission to order USPS to correct electrical violations at 350 facilities, marks the first time the department has sought enterprise-wide relief as a remedy.

The request for enterprise-wide relief is based upon the discovery of numerous, similar electrical work safety violations in the course of investigations of USPS mail processing and distribution facilities across the country. These violations increase the risk of injury from electrical shock, including electrocution. While today's complaint arises from violations discovered in the Providence, R.I., facility, the requested remedy would apply to all 350 USPS processing and distribution centers, all of which contain similar equipment.

"When the same safety violation is discovered in multiple locations of an organization, we need an enterprise-wide remedy to protect workers from the hazard," said Solicitor of Labor M. Patricia Smith. "The Department of Labor will seek other opportunities to utilize this remedy."

OSHA's inspections have revealed numerous violations of similar worker safety standards at USPS facilities throughout the nation. The complaint alleges that USPS's actions demonstrate an enterprise-wide policy that resulted in ongoing systemic electrical work safety violations. USPS failed to adequately train workers in recognizing electrical hazards and how to work safely around such hazards, and did not provide workers with the appropriate tools and personal protective equipment to avoid injury or death while working around and on electrical equipment. The complaint also seeks \$558,000 for the eight willful and four serious violations discovered in Rhode Island.

"Even though it was aware of the hazards, USPS failed to institute the necessary measures to protect its workers," said Assistant Secretary of Labor for OSHA Dr. David Michaels. "The complaint filed today seeks to put a stop to this irresponsible behavior."

## **Big Problems Ahead For Worker Safety**

*(Workplace HR & Safety – July 13, 2010)*

New EPA lead-based paint rule excludes OSHA requirements: On April 22, 2010, the Environmental Protection Agency (EPA) implemented a rule that requires contractors that are hired to perform renovation, repair and painting (RRP) projects in homes, child care facilities, and schools built before 1978 that disturb lead-based paint to be certified and follow specific work practices to prevent lead contamination. This rule is expected to impact hundreds of thousands of employers and millions of employees.

EPA is already proposing an expansion of this rule into pre-1978 commercial facilities. That change will significantly expand the scope of employers and building owners covered by this new regulation. Failure to comply with this new regulation can result in fines as high as \$65,000 per violation, including a potential prison term. The EPA will enforce violations of the new regulation starting on Oct. 1, 2010.

The new EPA rule includes the following requirements:

- The new EPA regulations require “firms” that disturb more than 6 square feet of paint per room (or more than 20 square feet on the exterior) in these pre-1978 buildings to become certified with the EPA and employ certified renovators who would train workers and oversee these projects.
- Firms include contractors who are hired to perform renovation, repair and painting work where paint is disturbed in the targeted housing.
- Building owners whose maintenance staff also disturb painted surfaces in targeted housing must also be certified and use certified renovators.
- Certified firms must send a supervisor or “renovator” to an 8-hour class where they become certified to oversee work covered by the RRP rule.

Here’s the rub: The 8-hour class only covers the EPA requirements and completely ignores OSHA worker protection rules. Therefore, safety professionals might find that “Certified Firms” are violating OSHA lead regulations because they were not taught about OSHA requirements for worker protection. This is going to be a huge issue for employers whose employees are exposed to lead hazards during work covered by the new EPA RRP rule.

#### EPA Rule Doesn’t Fulfill OSHA Requirements

Employers and building owners should be alert to the fact that OSHA rules differ significantly from the EPA RRP regulations. OSHA lead regulations apply to any work where employees come into contact with any level of lead or lead bearing coatings. They should also note the following worker protection and/or OSHA omissions in the new EPA lead-based paint rule:

- Lead-based paint. The EPA RRP rule defines lead-based paint as containing more than 0.5 percent lead by weight. Lead coatings below this threshold are exempt from any special EPA certification, training or work practices. However, OSHA regulates lead in any amount. Therefore, many employers will believe that lead-coated surfaces below the EPA standards of 0.5 percent by weight are not regulated when in fact they may still be regulated by OSHA.
- Regulated areas. OSHA mandates under 1926.62 that employers establish “regulated areas” when lead or lead-coated surfaces are disturbed. A regulated area requires specific OSHA signage. The EPA signs required by their new RRP rule do not meet OSHA requirements for a regulated area.
- Written compliance program. OSHA regulations require a detailed compliance program listing specific requirements for employers to document. The EPA RRP rule does not have any requirements or discussion of a written compliance plan.
- Mandatory respirator use. OSHA lead regulations require monitoring for employees exposed to lead dust or fumes during work. OSHA has established three work class tasks for which certain exposures above the permissible exposure limit (PEL) must be assumed when employers fail to perform exposure monitoring. All of the work practices covered by the EPA RRP rule require employee respiratory protection under OSHA. However, the EPA required training only discusses respirator use as optional. The EPA training does not discuss OSHA regulations for a written respirator program, medical clearance, respirator training and fit testing for employees who are required to wear respirators.

- Protective clothing. OSHA lead regulations require protective clothing when work tasks disturb lead coatings (without a negative exposure assessment). OSHA requires either disposable clothing or employer laundering. The EPA RRP rule lists disposable clothing as optional and trains workers to use HEPA vacuums to clean clothing before going home. OSHA also requires employers to notify other employees or employers who would launder the contaminated clothing. The EPA RRP rules do not provide any awareness for employees who launder their own contaminated work clothing.
- Annual training. OSHA regulations require annual training when airborne levels of lead dust or fumes exceed their action level. EPA's new RRP rule only requires training every 5 years.
- Hygiene facilities. OSHA regulations require a separate area to change from work clothing to street clothing as well as providing for hand/face washing facilities. The EPA does not address change facilities and suggests that workers wash their hands and face prior to leaving the work place.
- Medical surveillance and biological monitoring. OSHA mandates biological monitoring for employees exposed above the action level for airborne lead dust and fumes. The EPA RRP rule briefly mentions that the only way to detect lead in your blood is with a blood test and does not inform the workers of the OSHA requirement for biological monitoring.

The new EPA RRP lead-based paint rule is an important regulation for reducing the unacceptable levels of elevated lead in children's blood in certain areas of the country. However, this huge piece of legislation has done a disservice to the millions of workers who will be impacted by lead during common renovation, repair, and painting activities in residential and child occupied facilities by ignoring mandatory worker protection requirements mandated by OSHA. Contractors and building owners must take extra steps to ensure that their workers or employees of contractors disturbing lead bearing substances in their facilities are thoroughly trained and protected in all applicable regulations; specifically OSHA worker protection rules for lead.

## **Ergonomics And Hand Protection FAQs**

*(By Keitha Kessler and Michael S. Zedalis, Reliable Plant – June 29, 2010)*

Soaring medical costs and production losses resulting from repetitive motion injuries and related musculoskeletal disorders — including carpal tunnel syndrome — are inciting safety personnel to rapidly advance their consideration of ergonomically designed products that can reduce these types of injuries. Below are answers to common questions relative to ergonomics and hand protection products, their safety, performance, quality improvements and cost advantages.

Why is it becoming increasingly important to use hand protection products with an ergonomic design?

Individuals who do not use the proper hand protection for a specific task may end up working in an unsafe manner. Ergonomically designed hand protection can maximize worker protection while increasing productivity with the added benefit of reducing hand fatigue. Gloves made of cut-resistant yarns, for example, can be formed to the natural shape of the hand to enhance worker movement and allow the hands to bend and the fingers to flex more freely.

Workers handling parts in an auto body or boat assembly operation, for instance, must be able to grip small, oily parts without exerting extra force. When a worker does not have a secure wet grip, the person may

change his or her posture to compensate or place more stress on the muscles and joints than would be necessary if the grip was adequate. This situation could indirectly lead to back injury or a musculoskeletal disorder such as carpal tunnel syndrome — especially if the worker is performing the task repeatedly.

Why are ergonomically designed hand protection products more “in vogue” now than in the past?

Like everything, the demand on products is increasing. Companies and their workers have more requirements relative to their safety programs and hand protection products than ever before. More stringent Occupational Safety and Health Administration regulations — and a growing number of lawsuits — require employers to provide safe equipment and a safe working environment. Most manufacturers now monitor lost work-time injuries and consider them a serious issue in terms of employee welfare and the company's bottom line. Employers want to know if the hand protection products and safety equipment they are providing benefit workers in terms of safety and productivity.

What are some features I should look for in ergonomically designed gloves?

Beyond protection, fit and feel (comfort) are always essential. If the gloves do not fit like a second skin and allow maximum flexibility, then other ergonomic benefits will have less of a performance impact. Proper fit and comfort are especially important for workers who suffer from arthritis or may not have greater levels of muscle strength.

Gloves that are too small may restrict movement and blood flow and lead to cramping, hand fatigue and perspiration. When the hands become fatigued, often the entire body experiences fatigue, which reduces productivity. Gloves that are too large and bulky decrease a worker's dexterity and may result in the worker straining to perform the required tasks. Gloves that are too large can also pose a safety hazard for individuals working near equipment with moving parts or “pinch points.”

Glove comfort, however, goes beyond fit. Depending upon the application, comfort may be linked to the gloves' ability to protect from the heat or cold, manage moisture (perspiration), hydrate the skin and enhance the skin's elasticity. Gloves should also be easy to put on and take off, which will reduce stress and strain on muscles and joints — and the time needed to don and doff the product.

In some cases, having an adequate level of cut protection may be considered an ergonomic benefit. If a worker, for example, must handle a knife or sharp glass and is fearful of receiving a cut injury, the worker may grip the object tighter than necessary, resulting in increased stress, strain and hand fatigue. In situations where grip is inadequate, the risk of cut may increase.

Are ergonomically designed hand protection products more critical for specific jobs in certain industries?

Absolutely. Just as different products offer the safety features required for certain applications (cut resistance for glass handling and insulation for workers performing tasks in cold environments), gloves with tailored ergonomic features are better suited for specific tasks.

In most instances, a glove's ergonomic features will be combined with other performance/safety characteristics that are required for the application. In an auto body assembly operation, for example, workers will need gloves with cut resistance because they are handling trimmed steel with sharp edges. They will also require the dexterity and tactile sensitivity needed to position small nuts, bolts, washers and screws in the steel sheet. Because the materials handled are often coated with a fine layer of oil, workers will need gloves with oil resistance and a wet grip. If parts are being welded into place, the gloves must also provide heat

protection.

Why are ergonomically designed gloves so critical for workers within the chemical industry?

Because workers within the chemical industry are constantly handling hazardous materials, they must have the dexterity and tactile sensitivity to feel and safely handle equipment and containers, including small glassware. Workers should also be able to freely move their hands and work for extended periods of time without experiencing cramping and hand fatigue.

For many tasks within processing and production plants — whether workers are processing chemicals or using chemicals for production tasks such as appliance assembly — the first priority is to protect workers' hands from chemicals and prevent permeation. Yet, workers will still need enough tactile sensitivity, dexterity and wet grip to safely handle chemicals and equipment.

Flexibility is also important since many tasks within chemical processing and refining plants and manufacturing facilities are repetitious. With today's glove production technology, all of these performance characteristics are possible and provide measurable results in terms of safety, productivity and comfort.

What ergonomic factors should be considered when selecting hand protection for workers handling harsh or hazardous chemicals?

Again, an appropriate level of protection from the chemicals being handled is number one. And, as mentioned above, proper sizing is a must. An easy on/off design is also a priority so workers can put the gloves on and take them off without making contact with the outside contaminated surface.

Gloves must also be appropriate for the task and provide the grip and dexterity required. Finger tip design is a consideration for applications in which workers must handle glass and small parts, such as test tubes and beakers. The finger tips of many gloves are conical-shaped and larger than a human finger tip, which decreases tactile sensitivity and results in sloppiness.

Technology used by some glove manufacturers allows the finger tips to be form-fitted for greater tactility. The choice of materials is important, with nitrile, neoprene, natural rubber, some knitted yarns and rubber-coated knitted liners more conducive to a good finger tip design. Unsupported gloves are usually more appropriate for chemical applications than supported gloves; today's best gloves utilize the most chemically resistant materials and are designed to be lightweight, enhance dexterity and conform to the hand and fingers.

What are some of the consequences of not wearing ergonomically designed hand protection?

A higher risk of injury is always present; a worker performing a task without proper hand protection is comparable to a person using the wrong tool for a job such as maintenance. Reduced quality and lower productivity are other consequences since precision may be lost and there is often a lack of repeatability.

There is significant economic value in preventing physical problems such as back injuries, carpal tunnel syndrome and nerve damage. Companies can also gain by improving productivity. More parts, for example, can be produced per hour if workers wear gloves that provide a better grip or tactile sensitivity and reduce hand fatigue.

Ergonomically designed products can also reduce costs associated with poor product quality. If, for example, a worker does not have the tactile sensitivity needed to precisely position a nut or thin metal washer on a piece

of trimmed steel so a mating part matches up with the hole, the part may later require costly rework. Such tasks must be repeatable over a work shift and across thousands of pieces produced. Six Sigma goals indicate that only six defects are acceptable per million parts, which means only six nuts or holes can be misaligned in a million assemblies!

How do I know if hand protection products are designed with ergonomics in mind?

Ergonomic benefits should be communicated as part of a product's value proposition. If the value proposition is only about cut or chemical protection, for example, you can probably assume the ergonomics of the user were not considered when the gloves were designed and manufactured. Ergonomic benefits should be clearly stated in all product marketing materials and literature. The buyer should also ask, "what ergonomic benefits will your products provide?"

At this time, only a handful of glove manufacturers are focusing on ergonomics as part of their product design and manufacturing process. This is likely to change, however, as more users request gloves with ergonomic features that offer measurable safety and productivity advantages.

## **Safety Training Strategies: Training Bloopers - True Experiences That Trainers Would Like to Forget**

*(By Catherine Jones, Safety-X-Change – July 13, 2010)*

Trashing the Boss

I was asked to provide safety training to the supervisor staff at a commuter rail construction job site with the safety manager. I suggested to my boss that we talk about keeping the various work areas free of debris. During the training, I showed several digital snapshots taken around the various work areas to illustrate the hazards from debris accumulation on walking surfaces. I learned later that the worst areas in my photos were the ones for which the boss was personally responsible!

I feared I had shot myself in the foot. But it turned out that the boss was not only not unhappy but actually appreciative that I had brought the problem to his attention! This enabled him to fix the problem. Phew!

Over the next two years, the areas where the training was held experienced over a million injury-free man hours for a crew of 600-700 workers.

David H. Faulkner, Instructor  
ANCDF Training Department

## **Safety Training Strategies: Towards a Less Cavil-ier Training Style**

*(By Richard Hawk, Safety-X-Change – July 13, 2010)*

I recently attended a one-day seminar on how to reinforce desired behavior by accentuating the positive. In the seminar, we were taught how to avoid caviling. I didn't know what "caviling" meant. So during our first break I asked around and found out it's a fancy word for nit-picking. I had no idea I'd been caviling for all these years.

## Trying a More Positive Training Approach

So now I guess I should quit all this caviling and start figuring out how to "positively reinforce" the safe behavior and overlook the negative. The next time I see a worker not wearing his hard hat, I will not blurt out "where the #\$%#\*& is your hard hat!" Instead, I'll say this: "John, thank you oh so very much for wearing your boots. I notice you regularly come to work with the proper boots on. It is very commendable that you care about the health and safety of your toes. Now where the #\$%#\*& is your hard hat?"

No, no, I can't do that. What am I thinking? I was taught during the seminar that even when I notice an unsafe practice I should try to encourage change in a positive manner.

Okay, so let's try this again: "John, thank you oh so very much for wearing your boots. I notice you regularly come to work with the proper boots on. It is very commendable that you care about the health and safety of your lower phalanges. Did you know it is also important to care about your head?"

Of course John, the carpenter, will respond with a positive remark such as, "No, I was unaware that others were concerned about their cranium. I can see by your remark that you wish I would show more care for the upper division of my body, which contains my brain. With much appreciation, I shall take your remark under consideration. I am confident that it will have a positive effect on my future behavior."

## What I'm Really Going To Do

Actually, I don't think I can be a good trainer if I only use positive reinforcement. There must be some room for the caviling. I think the instructor of this high-powered seminar didn't have the entire picture. You see, if I don't yell at the mechanics and warn them that they better put their goggles on, they won't listen. Sure, some fancy instructor (who has spent his or her educated life in the classroom) will tell me I should only reinforce positive behavior - but they don't know the pipefitters I work with.

## Conclusion

Yes, I'll concentrate a bit more on saying "good; safe job; you were wonderful," etc., etc. But I don't think I'll stop yelling at workers when I see them violating a safety procedure. Or, let's put it this way. When I do yell at them, I'll try to do it a way that gives them "positive reinforcement towards the behavior, which is of a safer import" - whatever that means.

Or, how about this: From now on, I'll try to keep my caviling to a minimum.

## **Six Ways to Improve Communication & Productivity**

*(By Dana and Ellen Borowka, MA – Lighthouse Consulting Services, LLC)*

Have you ever had miscommunication with your employees or co-workers that resulted in costly errors?

It's been said there is a significant difference between hearing someone speak to you and really listening to what they say. Most managers consider themselves to be good listeners. But is that really the case in the Safety industry?

Being a connected manager requires that you suspend judgment of your subordinates' actions or reactions while you try to understand them. Sometimes, you will need to read between the lines of what they say.

Next comes gentle questioning and probing, to clarify what is going on. The goal is to understand and not to judge.

### Joe's Story

To illustrate, here is the story of Joe (real example, but not his real name). Joe is a production manager for a furniture manufacturing firm, who oversees about 50 employees that work in teams of 5-10 in manufacturing cells. His primary responsibilities are meeting production quotas, and interacting with the customer service and shipping departments. The general manager became aware that these departments were encountering difficulties meeting quota and shipping schedules due to production problems in Joe's department.

Since Joe has been with the company many years, the manager requested that we work with Joe to identify why these problems were taking place. We found that Joe's communication style was harsh and vague with his teams. In turn, they focused on his poor communication rather than the task at hand. They would take his instructions "as is" and work on the assignment with limited information instead of asking questions to clarify the process. The results were reduced production, increased safety violations and poor workmanship.

This situation is not uncommon to most business people. Yet, Joe seemed to have a hard time accepting the problems that management was pointing out to him. In order to illustrate Joe's growth areas, we had him take an in-depth work style/personality assessment, which identifies not only areas for an individual to improve upon, but also strengths and personality traits. We have found this to be a valuable tool in assisting employees to gain insight about themselves. When Joe reviewed the profile results, he discovered the same growth areas that the management team was focusing on. He then became more open to exploring ways to resolve the problems.

### Becoming a Connected Manager

One of the first points we worked on with Joe was how to listen effectively to others. A primary cause for poor communication is poor listening skills, where the listener fails to take in all the available information, and instead relies on his or her own assumptions.

Joe found that by using active listening, where one paraphrases what he or she thinks the other person is saying, that he was able to avoid this kind of miscommunication with his teams. We encouraged Joe to avoid interrupting others and to ask more questions to ensure better understanding. Effective listening ensures that both the listener and the speaker end up on the same page.

Another cause for ineffective communication is poor speaking skills where the speaker provides vague and incomplete or emotionally charged information to the listener. We suggested that Joe use "I" statements when speaking to his teams. By using I statements, Joe was able to take responsibility for his comments while clarifying his thoughts. An example of an "I" statement, "I feel under a great deal of pressure when you give the client a due date without checking with me first, because there may be some difficulties meeting that deadline." "I" statements are composed of three elements: The "I" helps the speaker maintain the responsibility for his or her feelings or observations; the "when" gives a specific example for the other person; and the "because" provides the reason for why the speaker is concerned by the situation. "I" statements help the speaker to avoid being vague and accusatory with others.

Others can also interpret poor communication as a lack of respect and empathy. Joe discovered that he was unintentionally showing disrespect to his staff through his harsh communication. We suggested that Joe meet with his staff to discuss any problems and find some solutions. This created a sense of common

goal – a shared need they all want and can agree upon, which encouraged teamwork rather than alienation.

The general manager and employees were very pleased by the positive results from Joe's communication training. Customers are receiving their orders on time; accidents have decreased; workmanship has improved so production returns have decreased; and incentive bonuses were awarded to the plant. Proficient communication is not by any means the easiest thing to do. It takes practice, patience and respect, yet the benefits can be immense.

### Six Tips to Better Communication

For most managers, this does not come naturally. Here is how to apply this in your world. These six tips will help you become a better listener, communicator and manager.

1. Use in-depth work style/personality assessments as communications tools. Personality assessments can give the manager and employees a common language about how they like to interact. Assessments can help you train future managers on how to get the best out of the team.
2. Practice active listening -- An active listener is ready and willing to really hear what the other person has to say. When you actively listen, you pay close attention to the speaker and don't just wait until they get done talking, or worse yet, interrupt them. Paraphrase back to the person to check in that you fully understand what is being said.
3. Enter the listening zone. When a subordinate approaches you to discuss something, go into listening mode. Do what it takes to minimize distractions, look the speaker in the eye, and make a decision in your head to really listen. If you know their personality type, then think what their style of communication is.
4. Seek to understand first. Pay close attention to what the subordinate is really saying, both the words and the feeling behind them. Watch the speaker's body language. Instead of interrupting if you have a question or comment, write it down so you can remember it for later.
5. Show empathy. Empathy, the ability to know and feel what others experience — is the foundation of being a connected leader. Managers in industries ranging from health care to high tech are realizing benefits to their team's productivity when they show empathy.
6. Hold your reactions. Have you ever seen someone react negatively to what you say without saying a word? Even if you disagree with the subordinate, do not react negatively by shaking your head or putting on a big frown. Instead give positive cues like smiling, maintaining eye contact, and leaning toward the speaker.

We all want to be understood. Employee buy-in comes when a manager is able to listen attentively, understand them as people and to lead naturally. There's an old saying, "Coming together is a beginning, keeping together is progress, working together is Success!" Effective communication not only saves companies money, but also increases their bottom line return.

## **Lessons Learned: OSHA Fines American Seafoods \$279,000**

(By Dan Flynn, Food Safety News – *July 19, 2010*)

American Seafoods International LLC, based in New Bedford, MA has 15 days to pay or appeal fines totaling \$279,000 imposed by the U.S. Department of Labor's Occupational Safety and Health Administration (OSHA).

OSHA is fining the seafood company for health and safety violations relating to "process management safety (PMS). The federal government worksite safety agency says the seafood company's violations are "willful and serious."

The Bedford company's PSM addresses the use of anhydrous ammonia in the seafood processor's refrigeration system. OSHA said it was "incomplete, lacked operating procedures and did not provide for adequate inspections of process equipment".

Because of those shortfalls, OSHA imposed fines of \$195,000. OSHA inspectors found 12 additional serious violations for which it proposed fines of \$84,000. Safety information was not updated and a 2001 ammonia leak was not investigated.

OSHA's most serious violations are those involving where "death or serious physical harm is likely to result from hazards about which the employer knew or should have known".

OSHA said the ammonia leak could have a severe and catastrophic effect on the seafood workers, and required a stringent and comprehensive PSM standard.

"In this case, American Seafoods International knew that aspects of its PSM program were incomplete or inadequate and did not take steps to address those deficiencies, said Brenda Gordon, OSHA's Boston-based area director. It is imperative that this employer scrutinize, update and properly maintain each element of the process to minimize hazards and protect its workers' safety and health."

American Seafoods' land-based processing in Massachusetts involves ground fish including value added seafood and scallops. It is a unit of American Seafoods, one of the largest integrated seafood companies in the U.S., based in Seattle.

## **Lessons Learned: OSHA Cites/Fines Pharma Company, Alleges Willful and Serious Violations**

(Cal OSHA Reporter – *July 19, 2010*)

OSHA has proposed a total of \$357,300 in fines against UCB Manufacturing Inc. for alleged willful and serious violations at its Rochester, New York, pharmaceutical manufacturing plant. The citations chiefly concern the company's failure to address hazards for workers whose duties involve exposure to methylene chloride, a potential carcinogen.

The agency's inspection found that some Rochester UCB employees were exposed to excess levels of the chemical, and the employer did not have effective controls and work practices to reduce those exposure levels. In addition, UCB did not supply the workers with appropriate respirators and failed to provide all

required monitoring, medical surveillance, and information about methylene chloride. These conditions resulted in six willful citations carrying \$351,000 in proposed fines.

"These sizable fines reflect the gravity of these hazards and the employer's knowledge of and failure to correct them," said OSHA Area Director Arthur Dube. "Employees exposed to methylene chloride are at increased risk of developing cancer, adverse effects on the heart, central nervous system and liver, and skin or eye irritation. Effective safeguards are vital to the health and well-being of the workers."

## **Lessons Learned: OSHA Fines Kenton Iron Products \$214,500 in Penalties for 29 Safety and Health Violations**

(The Ada Herald – August 2, 2010)

The U.S. Department of Labor's Occupational Safety and Health Administration has cited Kenton Iron Products LLC with \$214,500 in proposed penalties for 29 alleged serious, willful, and repeat safety and health violations for unsafe working conditions at the company's iron casting facility in Kenton.

As a result of a January 2010 inspection, OSHA has issued three alleged willful citations with proposed penalties of \$156,000 for failing to ensure that some equipment was de-energized and shut down properly, and lockout/tagout procedures were in place before workers conducted maintenance on the equipment to prevent accidental start-up of machinery. A willful violation is one committed with intentional, knowing or voluntary disregard for the law's requirement, or plain indifference to employee safety and health.

Twenty-two serious citations with proposed penalties of \$50,700 also have been issued. These include excess amounts of flammable liquids stored in a fire area; lack of or improper capacity labeling on equipment; malfunctioning back up alarms and hydraulic leaks on equipment; failure to have and enforce electrical lockout/tagout procedures; lack of employee fall protections; lack of proper personal protective gear for workers, and unlabeled containers of hazardous chemicals. An OSHA violation is serious if death or serious physical harm can result from a hazard an employer knew or should have known exists.

Additionally, OSHA has issued \$7,800 in proposed fines for three repeat violations, including failing to provide proper grounding and bonding of flammable liquids, failing to provide safety latches on material handling hooks, and using compressed air over the 30 pounds per square inch limit. OSHA issues repeat violations if that employer previously was cited for the same or similar violation of any standard, regulation, rule or order at any other facility in federal enforcement states within the last three years.

The company also has received one other-than-serious citation for using damaged electrical testing equipment. Other-than-serious citations are given when the violation would not directly cause a death or serious physical harm, but would affect the safety and health of employees.

"There is no excuse for a company to disregard the safety and welfare of its workers by not following OSHA safety standards," said OSHA Area Director Jule Hovi in Toledo, Ohio. "Those who ignore safe practices and OSHA regulations are inviting tragedy into the lives of their workers."

Kenton Iron Products manufactures iron castings at its two foundries located in Kenton and has more than 80 employees. The company has been inspected by OSHA 10 times since 1981 and has received 49 previous citations.

The company has 15 business days from receipt of its citations and penalties to comply, request an informal conference with OSHA's area director or contest the findings before the independent Occupational Safety and Health Review Commission. To report workplace accidents, fatalities or situations posing imminent danger to workers, call OSHA's toll-free hotline at 800-321-6742.

Under the Occupational Safety and Health Act of 1970, employers are responsible for providing safe and healthful workplaces for their employees. OSHA's role is to assure these conditions for America's working men and women by setting and enforcing standards, and providing training, education and assistance. For more information, visit <http://www.osha.gov>.

## **Lessons Learned: USPS Processing Facility in Maine Faces \$430,000 OSHA Fine For Electrical Hazards**

*(Reliable Plant News Wires – June 29, 2010)*

The U.S. Department of Labor's Occupational Safety and Health Administration has cited the U.S. Postal Service for alleged willful and repeat violations of safety standards following an inspection at the Southern Maine Processing and Distribution Center in Scarborough, Maine. The Postal Service faces a total of \$430,000 in fines, chiefly for exposing workers to electrical hazards.

"These citations and sizable fines reflect the Postal Service's failure to equip its workers with the necessary knowledge and skills to safely work with live electrical parts," said Assistant Secretary of Labor for OSHA Dr. David Michaels. "The Postal Service knew that proper and effective training was needed for the safety of its workers but did not provide it."

OSHA's inspection, which began Dec. 29, 2009, in response to a complaint from workers at the Scarborough facility, found employees working with or near live electrical equipment without adequate training or qualifications, personal protective equipment, safety-related work practices and warning signs.

These conditions exposed the workers to electric shock, arc flashes and arc blasts and resulted in OSHA issuing six willful citations, with \$420,000 in proposed fines, to the Postal Service. OSHA defines a willful violation as one committed with plain indifference to or intentional disregard for employee safety and health.

In addition, OSHA found that access to electrical panels was blocked in several instances by materials being stored adjacent to them. This situation resulted in one repeat citation, with a \$10,000 fine, since the Postal Service had been cited in November 2007 for the same type of hazard at a Toledo, Ohio, postal facility.

The Postal Service has 15 business days from receipt of its citations and proposed penalties to comply, meet with the OSHA area director or contest the findings before the independent Occupational Safety and Health Review Commission.

## Safety Tidbits

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

- Caffeine is the most widely consumed psychoactive substance in the world.
- It's estimated that nearly 144,000 emergency calls are made by motorists from their mobile phones in the United States each day (though many of these are probably multiple calls about the same event).
- Cell-phone towers cause the deaths of up to 50 million birds each year.
- WHODUNIT?

A workman was killed at a construction site. The police began questioning a number of the other workers. Based on past brushes with the law, many of these workers were considered prime suspects:

The electrician was suspected of wiretapping once but was never charged.

The carpenter thought he was a stud. He tried to frame another man one time.

The glazier went to great panes to conceal his past. He still claims that he didn't do anything: that he was framed.

The painter had a brush with the law several years ago.

The heating, ventilation and A/C contractor was known to pack heat. He was arrested once but duct the charges.

The mason was suspect because he gets stoned regularly.

The cabinet maker is an accomplished counter fitter.

The autopsy led the police to arrest the carpenter, who subsequently confessed. The evidence against him was irrefutable, because it was found that the workman, when he died, was hammered.