

A DOSH ADVOCATE

Improving
workplace
safety &
health



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Darin Perkins, Director

Learning from Workplace Fatalities

(Part one of a three-part series)

Most of us can read the writing on the wall; we just assume it's addressed to someone else. ~Ivern Ball

100 years ago a workplace incident had a horrific impact on the nation. The Triangle Shirtwaist Factory Fire claimed the lives of 146 garment workers, who either died from the fire or jumped to their deaths. Most of the victims were recent Jewish and Italian immigrant women aged sixteen to twenty-three; the oldest victim was 48, the youngest were two fourteen-year-old girls. Many of the workers could not escape the burning building because the managers had locked the doors to the stairwells and exits. People jumped from the eighth, ninth, and tenth floors. The fire led to legislation requiring improved factory safety standards.

Today we have a myriad of laws - tomes of standards that crisscross and refer to each other - to point to safe work practices. Each law represents an injury or illness or even death sustained by one or more workers. With over 40 years of intense workplace safety focus, you

might think that workplace hazards would be managed by now...that there would be no more fatalities or injuries. Yet, they continue to occur; resulting in significant numbers of injuries and approximately 5000 fatalities per year. The cost of accidents is not limited to the company or employer, the victim, and the victim's family. We all pay for workplace accidents.

So, when it comes to accidents and fatalities, what are we not learning?

Do not put your faith in what statistics say until you have carefully con-

sidered what they do not say. ~William W. Watt



Supervision:
We continue to see a lack of supervision contributing to workplace accidents. In

a society where we are encouraged to think for ourselves and to work efficiently, we often find shortcuts devised and implemented by employees who do not understand the full consequences of their actions. Inadequately trained supervisors, leadmen, foremen or team leaders fail to identify and communicate hazards.

Careful supervision of employees allows for intervention at crucial

(Continued from page 1)

decision making moments, when an employee can place his own life and the lives of others at risk. As we struggle to be competitive, we trim our number of supervisory personnel to a bare minimum, often requiring remaining supervisors to oversee multiple operations in multiple locations. Supervisors give project instructions, limited safety training and assign someone - usually the most experienced or longest hired worker- to be "in charge," while they are off to another location or process, or run an errand. In charge of ...what? Is safety the charge? Rarely. Getting the job done, keeping the costs down, meeting the deadline, all these often take priority over safety.

What priorities are demonstrated when a supervisor leaves employees unsupervised at an open six foot deep trench and tells them he will be back in a while with some shoring? When ADOSH stops by to observe the employees in the trench, the supervisor, when he arrives back 20 minutes later, claims that he never told them to get into the trench while he was gone but he recollects that he did tell them that they had to get the job done before they could leave that day; which is the reason the employees gave for being in the unprotected trench. A lack of planning for trench protection and then leaving employees unsupervised near a known hazard is a recipe for fatalities.

As we speak of employer priorities we cannot neglect worker priorities. An individual's priorities are set through empowerment. In order to empower an employee the employer must deliver principled safety training. "Principle" is defined as a fundamental truth or proposition that serves as the foundation for a system of beliefs or behavior for a

chain of reasoning. (New Oxford American Dictionary) Since the desired outcome of safety training is a changed behavior based on a more enlightened chain of reasoning, instruction needs to be founded in powerful principles that are capable of bringing about that change. An understanding of the hazards, the potential for injury, and knowledge of the necessary safeguards to prevent an accident are the mechanics of safety and answer the "when, what, where and how" questions of forced compliance; while a grasp of "why" we modify our behavior is where empowerment takes place.

Regardless of how much an employer would like to he cannot force safety on an employee. Safety is a behavior that flows from the power of choice, not force. Forced behavior is only in effect as long as there is a method of enforcement that ensures the employee's behavior is consistent with the rules, and is not self-sustaining. When an employee makes decisions based on the "why" component of safety it is personal, therefore powerful, and ultimately self-sustaining.

Consider this quote:

"When I was a young man, I wanted to change the world. I found it was difficult to change the world, so I tried to change my nation. When I found I couldn't change the nation, I began to focus on my town. I couldn't change the town and as an older man, I tried to change my family. Now, as an old man, I realize the only thing I can change is myself, and suddenly I realize that if long ago I had changed myself, I could have made an impact on my family. My family and I could have made an impact on our town. Their impact could have changed the nation and I could indeed have changed the world." ~Author Unknown (based on saying by Confucius)

If an employer has performed "due diligence" by training, supervising, and providing needed protective measures and an employee acts of his own accord causing an accident or a hazardous condition, we may call that "isolated employee misconduct." The employer may be able to produce documentation of training, maintenance, or enforcement. What cannot be provided is proof of the employee's understanding and embracing of the principles that underlie each safety standard. These are demonstrated through his daily actions and reactions.

If we were really concerned about the employee's safety, convinced of the person's value, and dedicated to the underlying principles of safety, we would evaluate the comprehension of safety principles by observing the employee for signs of empowerment: to make decisions based on internal values derived from principles, not outwardly enforced by laws or fear of punishment. Rarely do we find the employee that is completely ignorant of the "how, what, when or where" of safety -what seems to be lacking is the empowering "why."

"There is no use whatever trying to help people who do not help themselves. You cannot push anyone up a ladder unless he is willing to climb himself." ~Andrew Carnegie

Next Advocate: *Employee Responsibility and Authority*

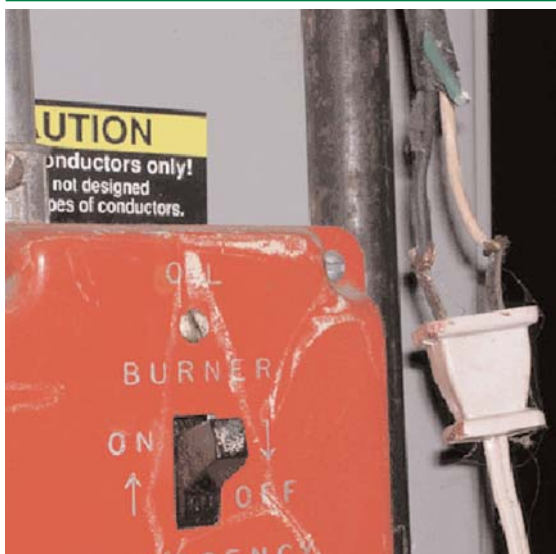


A Thousand Words

If you're missing the outlet in which to insert the plug, here is one option for a quick fix. Conveniently, this option also allows you to simply cut off the ground wire, thereby saving time that would otherwise have been wasted making that connection, too.

Nationally, 163 employees died in 2010 as a result of contact with electric current. That number is far greater if we consider all electrical fatalities, both on and off the job.

Unfortunately, many individuals have the mistaken impression that 120 volts is not hazardous and contact with such voltage won't result in anything worse than a shock. Equally unfortunately is the fact that such voltages kill. When it comes to electricity, don't make your own repairs unless you know what you are doing.



Our journey started in 2001 with the start of our safety program. Our workers' comp costs were in the hundreds of thousands of dollars; we had 8 accidents and were still paying for a bad one in 2000. Management said this was not acceptable and we started looking at how we could stop the accidents and build a safety culture within our facility. It was not easy but with help from our corporate safety group and a lot of hard work we achieved the culture we were looking for. By 2009 we were accident free and looking at going for VPP Star status.

In 2010 our costs for safety were under \$10,000 and we had done so well that our workers' compensation carrier was giving us a rebate that ended up being half of our profit for the year. November of 2009 was

VPP - The Hunter Douglas Experience

the time when I knew we had a safety culture that was working. We were going through our corporate



safety inspection and during one of the employee interviews one of our employees stated that they felt safer at work than they did at home. Imagine feeling safer around saws and machines than you do around a dish washer and TV!

Our time had come. We put in our VPP application in March of 2010 and had our inspection in January of 2011. It was an intense process but we learned a lot about ourselves and our safety process. The ADOSH group had a lot to show us and we had 90 days to make some fixes. In about 60 days we submitted our work and learned that we were going to get our VPP Star status. This was the proudest moment in our safety efforts and now we are on a path to continue to improve our system and make our working environment as safe as possible as well as keeping our employees coming to work safely and returning home the same way.

Claude McNeil
Environmental, Health & Safety
Director,
Hunter Douglas



ADOSH is pleased to announce that Verco Decking Company recently achieved their certification within the Safety and Health Achievement Recognition Program (SHARP).

We also wish to recognize the following employers for achieving their recertification within that same

program: Weyerhaeuser Building Materials in Phoenix; Tube Service Company in Phoenix, Sto Corporation in Glendale, and Sto Corporation in Phoenix.

(Photo at left: Employees of Verco Decking)

ADOSH Education and Training Calendar

Registration for each class begins 30 days prior to the date of the class. Most classes are **free of charge** but are subject to change or cancellation without notice. Some classes or seminars listed are not exclusively sponsored by ADOSH and may carry a nominal fee to cover the cost of course materials, space rental, etc. **NOTE: The phone number listed for each class is the number participants need to call for registration purposes and may or may not be a direct number to ADOSH or the trainer. Students must call the specific number listed to register.**

Date	Time	Class	Address	City	Instructor	Phone	Host
October 4	8 AM - 12 PM	Lockout Tagout	2675 E. Broadway Blvd.	Tucson	Ornelas	520-628-5478	ADOSH
October 5	8 AM - 12 PM	General Industry Hazard Awareness	2675 E. Broadway Blvd.	Tucson	Ornelas	520-628-5478	ADOSH
	9 AM - 12 PM	OSHA for Small Businesses	800 W. Washington St.	Phoenix	Mandeville	602-542-1769	R. Montanez
October 11	8 AM - 11 AM	OSHA 300 Recordkeeping	3727 Karicio Lane	Prescott	Mandeville	928-541-5001	R. Summers
	1 PM - 4 PM	Effective Employee Safety Training	3727 Karicio Lane	Prescott	Mandeville	928-541-5001	R. Summers
October 12	8 AM - 11 AM	Violence in the Workplace	3727 Karicio Lane	Prescott	Mandeville	928-541-5001	R. Summers
	1 PM - 4 PM	Bloodborne Pathogens - Healthcare	3727 Karicio Lane	Prescott	Mandeville	928-541-5001	R. Summers
October 13	8 AM - 12 PM	Excavation Safety Awareness	2675 E. Broadway Blvd.	Tucson	Ornelas	520-628-5478	ADOSH
	5:30 PM - 8:30 PM	Forklift Train-the-Trainer	3000 N. Dysart Rd.	Avondale	Mandeville	623-535-2766	L. Keefer
October 14	8:30 AM - 11:30 AM	Job Hazard Analysis	7740 N. 16th St., Ste. 385	Phoenix	Mandeville	602-274-6545	R. Rugloski
October 19	9 AM - 12 PM	Emergency Action Plans	800 W. Washington St.	Phoenix	Mandeville	602-542-1769	R. Montanez
	8 AM - 12 PM	General Industry Electrical Safety	2675 E. Broadway Blvd.	Tucson	Ornelas	520-628-5478	ADOSH
October 20	8 AM - 12 PM	OSHA 300 Recordkeeping	2675 E. Broadway Blvd.	Tucson	Atencio	520-628-5478	ADOSH
October 27	9 AM - 12 PM	Effective Employee Safety Training	800 W. Washington St.	Phoenix	Mandeville	602-542-1769	R. Montanez
	9 AM - 12 PM	Forklift Train-the-Trainer	2951 S. 21st Drive	Yuma	Ornelas	928-373-1138	D. Robinson
	1 PM - 4 PM	Back Injury Prevention - Sprains & Strains	2951 S. 21st Drive	Yuma	Ornelas	928-373-1138	D. Robinson
November 1	8 AM - 10 AM	Written Safety Plans - EMOD Rates	677 E. Mingus	Cottonwood	Mandeville	928-634-3280	T. Tasa
November 2	9 AM - 12 PM	OSHA 300 Recordkeeping	800 W. Washington St.	Phoenix	Mandeville	602-542-1769	R. Montanez
	5:30 PM - 8:30 PM	Driver Safety for Small Businesses	3000 N. Dysart Rd.	Avondale	Mandeville	623-535-2766	L. Keefer
November 8	8 AM - 12 PM	Construction Hazard Awareness	2675 E. Broadway Blvd.	Tucson	Ornelas	520-628-5478	ADOSH
November 9	9 AM - 12 PM	Electrical - Arc Flash Safety Awareness	3000 N. 4th Street	Flagstaff	Mandeville	928-213-2083	M. Penado
	1 PM - 4 PM	OSHA 300 Recordkeeping	3000 N. 4th Street	Flagstaff	Mandeville	928-213-2083	M. Penado
November 10	9 AM - 12 PM	Bloodborne Pathogens	3000 N. 4th Street	Flagstaff	Mandeville	928-213-2083	M. Penado
	1 PM - 4 PM	Hazard Communication	3000 N. 4th Street	Flagstaff	Mandeville	928-213-2083	M. Penado

ADOSH Education and Training Calendar (Continued)

Date	Time	Class	Address	City	Instructor	Phone	Host
November 10	8 AM - 12 PM	Small Tool Safety	2675 E. Broadway Blvd.	Tucson	Ornelas	520-628-5478	ADOSH
November 16	9 AM - 12 PM	OSHA 300 Recordkeeping	1971 Jagerson Ave.	Kingman	Mandeville	928-757-0894	L. Card
	1 PM - 4 PM	OSHA Programs - Documentation	1971 Jagerson Ave.	Kingman	Mandeville	928-757-0894	L. Card
November 23	8 AM - 12 PM	Bloodborne Pathogens	2675 E. Broadway Blvd.	Tucson	Ornelas	520-628-5478	ADOSH
November 24	8 AM - 12 PM	Back Injury Prevention	2675 E. Broadway Blvd.	Tucson	Ornelas	520-628-5478	ADOSH
November 30	9 AM - 12 PM	Walking/Working Surfaces	2951 S. 21st Dr.	Yuma	Ornelas	928-373-1138	D. Robinson
	1 PM - 4 PM	Bloodborne Pathogens	2951 S. 21st Dr.	Yuma	Ornelas	928-373-1138	D. Robinson
December 1	8 AM - 12 PM	OSHA 300 Recordkeeping	2675 E. Broadway Blvd.	Tucson	Ornelas	520-628-5478	ADOSH
December 6	9 AM - 12 PM	Confined Space Safety	8401 W. Monroe St	Peoria	Mandeville	623-773-7679	T. Booth
December 7	9 AM - 12 PM	OSHA 300 Recordkeeping	800 W. Washington St.	Phoenix	Mandeville	602-542-1769	R. Montanez
	8 AM - 12 PM	Machine Guarding	2675 E. Broadway Blvd.	Tucson	Ornelas	520-628-5478	ADOSH
December 13	8 AM - 12 PM	Hazardous Materials - Flammable Liquids	2675 E. Broadway Blvd.	Tucson	Ornelas	520-628-5478	ADOSH
December 14	8 AM - 12 PM	Forklift Train-the Trainer	2675 E. Broadway Blvd.	Tucson	Ornelas	520-628-5478	ADOSH
	9 AM - 12 PM	Accident Investigation	800 W. Washington St.	Phoenix	Mandeville	602-542-1769	R. Montanez
December 15	5:30 PM - 8:30 PM	OSHA 300 Recordkeeping	3000 N. Dysart Rd.	Avondale	Mandeville	623-535-2766	L. Keefer
December 21	8 AM - 12 PM	Hazard Communication	2675 E. Broadway Blvd.	Tucson	Ornelas	520-628-5478	ADOSH

The Central Arizona Project (CAP) was recently recognized for their continued participation in the Voluntary Protection Program (VPP), upon completion of their three-year recertification.

CAP has long been a partner in the VPP and a leader in occupational safety and health and ADOSH would like to congratulate them on a job well done.

(Photo, left to right: Darin Perkins, ADOSH Director, Pam Pickard, CAP Board President, and Dave Modeer, CAP General Manager)



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Trainer's Corner

Each quarter we put together a training schedule for Arizona employers and employees. An incredible amount of time and energy goes into the logistics of each training experience offered. ADOSH would like to thank the following Training Partners for their dedicated and selfless service to Arizona employers and employees. With their support ADOSH has been able to bring regular and consistent training throughout the state. A heartfelt "Thank You" goes out to:

City of Show Low	Teryl J. Murray
City of El Mirage	Robert Senita
City of Peoria	Tracey Booth
City of Tempe	Chris Hansen
City of Flagstaff	Margaret Penado
City of Prescott	Julie McGirk
Yuma County	Diane Robinson
Mohave Community College	Lisa Card, LeeAnn Benton
Estrella Mountain College	Leslie Keefer
Northland Pioneer College	Liz Flake
Northern Arizona University	Robert Chavez, Jill Colucci
Yavapai College	Mark Logan
HBACA	Lisa Rugloski, Kay Young
Circle K	Janet Meza, Kimberly Hoppa
SCFAZ	Rusty Summers
	Armando Sapien
	Stephanie Steinberger
	Scott Higbee

At ADOSH we are well aware of the economic pressures that bear down on all Arizona small businesses. With skeleton crews business owners are reluctant to send an employee for a 3 hour class or allow time for a management member to attend. This last quarter of 2011 we are focusing much of our energies on basic safety management classes; to give a fresh perspective, learn new safety culture principles and energize our efforts to educate employees. Many of the classes will be held at the ICA Building in Phoenix but we will be making brief trips to outlying areas as usual.

I will be working on a White Mountain 10/30 Hour Construction Course for the first quarter of 2012. I have found that the 10 hour courses fill up fast but the 30 hour classes struggle for attendees who can commit as much time as the course demands. One solution is to divide the class up into many segments, to be completed within a six month period. I would appreciate some feedback on this idea. Please send your thoughts to me at Mandeville.jenneth@dol.gov

Three evening classes are offered through Estrella Mountain Community College for those who cannot break away during the day. OSHA 300 Recordkeeping Classes are being offered throughout the quarter to help you finalize your Summary Report at the end of the year.

See you in class!

-Jenny Mandeville
ADOSH Trainer