

# CHAPTER 3 - GETTING ORGANIZED

## GENERAL COMMENTS FOR INSTRUCTORS:

This chapter prepares companies and workers for organizing their silica elimination or control programs. Workers need to understand why silica sand is a problem (see Chapter 2.)

Companies should put one person in charge of health and safety programs. For small companies that person is generally the owner, manager or foreman. Every employee should know who is in charge of health and safety.

**MIOSHA requires Construction companies to have a written accident prevention program** (another name for a safety and health program) and, although not required by statute, evaluates a general industry company's safety and health program during a compliance inspection. To show good faith and an interest in employee safety, all employers should develop a safety and health program.

The benefits of starting a Health and Safety Committee should be discussed.

## AUDIO VISUAL AIDS:

- US Department of Labor: [Three Core Elements of a Safety + Health Program](https://www.youtube.com/watch?v=9XluYVm8oS4)
- PowerPoint® Chapter 3.

## APPENDICES

- Appendix VI: Safety and Health Management System Resources
  - Appendix VI-A: MIOSHA Safety and Health Management System Guidelines
  - Appendix VI-B: MIOSHA Construction Safety and Health Management System (Accident Prevention Program)
  - Appendix VI-C: MIOSHA Safety and Health Management System Evaluation Guidelines
  - Appendix VI-D: MIOSHA PowerPoint: Elements of a Safety and Health Management System
  - Appendix VI-E: MIOSHA Fact Sheet: Safety and Health Management Systems
  - Appendix VI-F: OSHA Recommended Practices for Safety and Health Programs
  - Appendix VI-G: OSHA Recommended Practices for Safety and Health Programs in Construction
- Appendix VII: Job Safety Analysis
  - Appendix VII-A: MIOSHA Job Safety Analysis (P#32)
  - Appendix VII-B: OSHA Job Hazard Analysis

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- Appendix VIII: Health and Safety Committee Resources
  - Appendix VIII-A: Best Practices for Safety and Health Committees
  - Appendix VIII-B: American Federation of Teachers (AFT) PowerPoint: Effective Safety and Health Committees

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## **IF YOU USE SILICA SAND AS AN ABRASIVE OR YOU PERFORM ABRASIVE BLASTING ON A SILICA-CONTAINING SUBSTRATE, YOU SHOULD:**

### ❖ **Understand why silica is a problem.**

For you to prevent silica exposure and the diseases caused by silica and comply with MIOSHA regulations, you must be well educated. This manual is an excellent place to begin.

### ❖ **Develop a Safety and Health Management System (Safety and Health Program)**

A safety and health management system (SHMS) is your best defense against a workplace injury. A systematic approach integrates occupational safety and health objectives into the company's organizational structure.

MIOSHA requires construction companies to develop and implement an accident prevention program (another name for a health and safety program). Additionally, when MIOSHA general industry compliance officers conduct an inspection, they will evaluate how the company protects the health and safety of its employees.

An effective health and safety program can be developed utilizing the principles of a safety and health management system. An effective safety and health management system has five primary elements:

- Management Commitment
- Employee Involvement
- Workplace Analysis
- Hazard Prevention and Control
- Safety and Health Training

The results of a system approach include:

- An effective system supports the organization's philosophy.
- Safety and health policies and goals are clearly communicated.
- Accountability for implementing the system is understood and accepted.
- Long-term solutions are implemented rather than one-time fixes.
- Evaluation of results over time promotes continual improvement.
- An effective system positively impacts the company's bottom line.

**OSHA Resource: Safe and Sound Campaign (<https://www.osha.gov/safeandsound/>)** webpage has many resources for employers including Recommended Practices for Safety and Health Programs – for both General Industry and Construction. **See Appendix VI.**

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## HOW DO I START?

### ❖ **Create a safety and health vision statement by top management.**

A vision statement can be defined as an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action. A safety vision statement would include what safety means to your business and states your expectations for all employees.

An example of a safety vision statement from Hooper Corporation is contained in Attachment 1. (<https://www.hoopercorp.com/safety/training-orientation/safety-vision-statement/>)

### ❖ **Place one person in charge.**

It is not unusual for an owner of a small company to handle employee safety and health by themselves. A manager, foreman, or employee could be assigned to manage health and safety programs. Whoever the choice, make sure that all workers know who is responsible for safety.

### ❖ **Develop a written safety and health policy statement.**

A safety and health policy is a statement of commitment. Oregon OSHA developed a sample statement which can be modified for your business and can be found in Attachment 2.

### ❖ **Develop a Health and Safety (H&S) Committee.**

The main reason for developing a H&S Committee is to encourage and heighten involvement in your safety program. Safety is a part of your operation - everyone in the company has a role in safety. H&S Committees have been an integral part of successful safety programs for quite a while. Sometimes, business owners and managers are resistant to giving up what they perceive as control over their business and employees. But, if run properly, an H&S Committee will have a positive effect on employee morale and the bottom line. See "About H&S Committees" below.

### ❖ **Get any related records in one place.**

If your business has ever taken actions to prevent silica exposure and silica related diseases, find any records that were filed. Begin filing all records dealing with silica and silicosis together. As you progress through the steps outlined in this manual, you will build a more

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complete record of your program.

## **ABOUT H&S COMMITTEES.**

The purpose of safety committees and safety meetings is to bring workers and management together in a non-adversarial, cooperative effort to promote safety and health. Safety committees and safety meetings will assist you in making continuous improvement to your safety and health programs. Employee input is a critical part of a successful safety program. An H&S Committee is one way to obtain that input. The level of involvement by employees and degree of management commitment will determine if an H&S Committee is successful.

Effective committees define their primary responsibilities, function, and extent of authority. Safety and health committees can engage in numerous activities such as procedure development; review of injuries; identify injury trends; assist with incident investigations; identify, evaluate, and resolve safety and health issues; review safety suggestions; and conduct training. The committee can also promote safety and health involvement with other employees by acting as a communication link between employees and management.

### ❖ **How Do I Set Up a H&S Committee?**

Prior to forming the H&S Committee, management should:

- define the H&S Committee's Mission Statement,
- define the role/function of the Committee,
- determine the meeting schedule
- determine the length of the meeting

### ❖ **The Mission Statement**

The mission statement should describe the H&S Committee's intended role. It may also set general goals, objectives or guidelines. This helps to keep the Committee on track.

⇒ See Attachment 3 for a **Sample Mission Statement and H&S Committee Membership and Responsibilities**

### ❖ **H&S Committee Membership**

The person selected to be in charge of health and safety would be a good selection to be the first H&S Committee chairperson. In close association with management (if applicable), the number of Committee members should be determined. Members should be a combination of employees from various levels within the organization, so should

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include both management and employee representatives. All departments and/or functions should be represented.

The best people to have as Committee members are those who are interested in safety issues and have direct knowledge of the company's operations.

At the first H&S Committee, establish procedures about how to get things done, such as how the meeting agenda will be determined, how the meeting minutes are kept, and how information will be distributed to company employees.

### **POSSIBLE H&S COMMITTEE ACTIVITIES AND THE SILICA STANDARD AND ABRASIVE BLASTING**

- Identify all the places silica sand is used and stored
- Identify areas and jobs that could pose additional health and safety hazards
- Conduct a Job Safety Analysis
  - Make a list of the actions needed to fix each hazard
  - Monitor progress toward abating each hazard
  - Encourage suggestions from employees
  - Evaluate abatement strategy – did it work?
- Explore the pros and cons of dust abatement strategies
- If a silica exposure control plan is necessary
  - Provide feedback to Management about whether coworkers understand what the silica exposure control plan and the health and safety program is all about and why it's important
  - Review the company's silica exposure control plan and health and safety programs and determine whether the programs have been effective

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## H&S COMMITTEE DO'S AND DON'TS

DO	DON'T
Keep the discussion centered on the issue involved. Be specific about the problem and its suggested correction.	Deal in generalities. Turn into “safety cops”.
Keep personalities from becoming involved.	Allow the meetings to become gripe sessions. Don't get involved in disciplinary matters.
Meet on a regular basis. Hold all meetings as scheduled. Make attendance mandatory. Cancel meetings only in an emergency. Be prompt in attending meetings.	Start scheduled meetings late, or drag them beyond the allotted time.
Submit the agenda in advance to allow sufficient time to investigate problems. Identify all items to be discussed. Each item deserves thorough investigation and discussion.	Treat any issue on the agenda as unimportant. Anticipate that you know the answer to a question before it has been discussed.
Get accustomed to problem-solving techniques by tackling minor problems first.	Start the first meeting with extremely difficult issues.
Maintain an agreed-to procedure on recording and drafting the minutes, as well as the methods of distribution.	Delay in communicating solutions developed or the outcome of issues discussed.
Maintain accurate minutes on subjects discussed at the previous meetings that have been “completed” or “resolved” as well as those items still “open.”	Look for immediate results.

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### **MIOSHA Consultation Education and Training (CET) Division**

The MIOSHA Consultation Education and Training (CET) Division offers many services to both public and private sector employers in Michigan. Employers in the private sector (manufacturing and construction) may request a voluntary MIOSHA inspection of their workplace (full or partial) without the attachment of fines or penalties. These on-site consultations are conducted by occupational safety consultants or industrial hygienists in the CET onsite consultation section. Employers must agree, prior to the start of this inspection, to correct all serious violations found during the voluntary inspection. Currently, priority for participation in this program is given to manufacturing and construction employers with less than 250 employees. Other requests are reviewed on a case-by-case basis. The CET Division, upon employer request, will also conduct a non-enforcement hazard survey of an employer's site (full or partial). The hazard survey is a training tool which affords the employer and selected employees the opportunity to learn how to identify unsafe or unhealthy acts or conditions, and MIOSHA violations. The hazard survey results in formulating ways to correct any noted deficiencies. For free help in establishing or improving your safety program, contact:

MIOSHA Consultation Education and Training Division

530 W. Allegan Street

P.O. Box 30643

Lansing, Michigan 48933-8143

Phone: 517-284-7720

Internet Address: [https://www.michigan.gov/lara/0,4601,7-154-11407\\_15317---,00.html](https://www.michigan.gov/lara/0,4601,7-154-11407_15317---,00.html)

Additional Safety and Health Committee Resources:

- Safety Committee Development. <https://ohsonline.com/Articles/2009/03/01/Safety-Committee-Development.aspx?Page=2>
- Oregon OSHA. <https://osha.oregon.gov/Pages/topics/silica.aspx>
- Seven tips for an effective workplace safety committee. <https://www.safetyandhealthmagazine.com/articles/15308-tips-for-an-effective-workplace-safety-committee>



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## **REFERENCES:**

### ***Appendix VI: MIOSHA Safety and Health Management System Resources***

***Appendix VI-A: MIOSHA Safety and Health Management System Guidelines***

***Appendix VI-B: MIOSHA Construction Safety and Health Management System (Accident Prevention Program)***

***Appendix VI-C: MIOSHA Safety and Health Management System Evaluation Guidelines***

***Appendix VI-D: MIOSHA PowerPoint - Elements of a Safety and Health Management System***

***Appendix VI-E: Fact Sheet: Safety and Health Management Systems***

***Appendix VI-F: OSHA Recommended Practices for Safety and Health Programs***

***Appendix VI-G: OSHA Recommended Practices for Safety and Health Programs in Construction***

### ***Appendix VII: Job Safety Analysis Resources***

***Appendix VII-A: MIOSHA Job Safety Analysis (P#32)***

***Appendix VII-B: OSHA Job Hazard Analysis***

### ***Appendix VIII: Health and Safety Committee Resources***

***Appendix VIII – A: Best Practices for Safety and Health Committees***

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## Notes

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## ATTACHMENT 1

### **Safety Vision Statement**

Safety is our number one core value. We are uncompromising in our commitment to the health and safety of our employees, subcontractors, customers, and community. We will continually improve our processes, demonstrate leadership, and promote comprehensive safety. We will require individual accountability, expect all employees to adhere to our safety standards, and actively participate in and support the advancement of our health and safety practices. Safety is the responsibility of all employees, including both top management and the individual craft worker. Everyone is responsible for achieving zero accidents resulting in a SAFE day, a SAFE tomorrow, a SAFE year, and a SAFE career.

Providing safety leadership is a fundamental part of our business and we will require individual accountability. Hooper is committed to being a leader in safety training and keeping our employees informed about the safety and health of our work as well as current safety issues, rules, and regulations.

It is the policy of Hooper to:

- Maintain a safe and healthy workplace for all employees in compliance with all applicable laws and regulations.
- Promote a positive attitude towards safety.
- Establish safety and health objectives for all levels of management and employees.
- Commit appropriate and sufficient resources to protect and support company safety efforts including providing technical support for our field crews.
- Provide management leadership and require all employees to take responsibility and ownership for safety, including bringing the attitude that “I am individually responsible for safety” to the job each and every day.
- Ensure that each employee understands that they have the obligation to stop a job/task to prevent an unsafe incident from occurring.
- Assure compliance with all company safety, health, and security programs and practices.
- To provide industry leading training to our employees to better educate them how to comply with those policies as well as promote a culture of continuous improvement and commitment to safety and training.
- Regularly review and evaluate safety, health, and security programs, procedures, and practices to assure that they are effective and up to date.
- Assure timely and thorough reporting and investigation of all incidents including the identification of causal factors and the establishment of effective corrective actions.

Hooper Corporation is committed to setting a new standard for our industry and being the safest, most stable, and most rewarding place to work for the benefit of all of our employees, our

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customers, and the communities in which we live and work. Together, we will THINK, COMMUNICATE, and WORK SAFELY, every minute, every hour, and every day.

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## ATTACHMENT 2

### **Sample Company Safety and Health Policy Statement. Oregon OSHA**

The safety and health of our employees is this company's most important business consideration. No employee will be required to do a job that they consider unsafe. The company will comply with all applicable Oregon OSHA workplace safety and health requirements and maintain occupational safety and health standards that equal or exceed the best practices in the industry.

The company will establish a safety committee, consisting of management and labor representatives, whose responsibility will be identifying hazards and unsafe work practices, removing obstacles to accident prevention, and helping evaluate the company's effort to achieve an accident-and-injury-free workplace.

#### **The company pledges to do the following:**

- Strive to achieve the goal of zero accidents and injuries.
- Provide mechanical and physical safeguards wherever they are necessary.
- Conduct routine safety and health inspections to find and eliminate unsafe working conditions, control health hazards, and comply with all applicable OR-OSHA safety and health requirements.
- Train all employees in safe work practices and procedures.
- Provide employees with necessary personal protective equipment and train them to use and care for it properly.
- Enforce company safety and health rules and require employees to follow the rules as a condition of employment.
- Investigate accidents to determine the cause and prevent similar accidents.

#### **Managers, supervisors, and all other employees share responsibility for a safe and healthful workplace.**

- Management is accountable for preventing workplace injuries and illnesses. Management will consider all employee suggestions for achieving a safer, healthier workplace. Management also will keep informed about workplace safety-and-health hazards and regularly review the company's safety and health program.
- Supervisors are responsible for supervising and training workers in safe work practices.
- Supervisors must enforce company rules and ensure that employees follow safe practices during their work.
- Employees are expected to participate in safety and health program activities including, immediately reporting hazards, unsafe work practices, and accidents to supervisors or a

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safety committee representative, wearing required personal protective equipment, and, participating in and supporting safety committee activities.

Business owner's signature: \_\_\_\_\_ Date: \_\_\_\_\_

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## ATTACHMENT 3

### Sample Health and Safety Committee Charter

#### Mission Statement:

The mission of the (insert name of organization) Health and Safety Committee is to develop and promote a healthy and safe environment for all employees and visitors to our facilities through the involvement of all individuals with regards to education, communication and safe work practices.

#### Activities:

The health and safety activities of the committee will include, but are not limited to, the following:

- Identify unsafe work practices and conditions and suggest appropriate remedies.
- Conduct health and safety inspections of both operations and facilities, identify safety hazards and recommend corrective measures.
- Review accident/incident reports. Types of accidents, causes and trends shall be identified and appropriate corrective action suggested.
- Obtain and analyze available data on past injuries and illnesses and identify trends and suggest appropriate corrective actions.
- Assist in the development and implementation of effective health and safety awareness programs.
- Encourage feedback from all individuals with regard to health and safety related ideas, problems, and solutions.
- Provide support and serve as a resource in the development, implementation, and maintenance of a comprehensive safety, loss prevention and loss control program.
- Develop written programs to ensure compliance with OSHA health and safety regulations.
- Serve as an advisory body to management on health and safety issues.
- Providing suggestions and recommendations for resolution of health and safety concerns.

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### **Members:**

Committee members shall be appointed by the (insert title(s) or name(s) of person) and constitute a diverse group of employees from both represented and non-represented personnel. Members shall serve a staggered 2-year term.

### **Officers:**

The officers of the committee will serve a staggered 2-year term (excluding the Safety Officer). The officers will consist of a Chairperson, a Co-Chairperson, the Safety Officer, and a Secretary. Officers will be elected by the committee membership in October of each year to begin their tenure the following January.

### **Responsibilities:**

#### **Management's Responsibilities:**

- Enforce all safety and health rules and procedures.
- Actively promote health and safety.
- Allow the time for committee representative participation in meetings and assigned responsibilities.
- Allocate the funds/resources necessary to implement safety and health committee activities.
- Lead by example in following all health and safety rules.
- Support committee decisions.
- Provide timely feedback to the committee.
- Perform the initial investigation of all injuries, incidents and near misses.



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### **Chairperson's Responsibilities:**

- Actively promote health and safety.
- Act as communication liaison between management and the committee.
- Facilitate the health and safety committee meetings.
- Coordinate the assignment of activities to committee members.
- Establish necessary deadlines based on member input.
- Follow-up on assigned responsibilities.
- Schedule and develop an agenda for meetings based on member input.
- Prepare an annual report of the committee's accomplishments.
- Prepare a report of the committee's objectives for next calendar year.
- Introduce new members.
- Ensure the effectiveness of the meeting by directing discussions to meet mission and objectives.

### **Co-Chairperson's Responsibilities:**

- Actively promote health and safety.
- Facilitate the meeting in the absence of the Chairperson.
- Serve as a member of the various project teams or sub-committees.
- Facilitate meeting agendas and monitor meeting times.
- Assist with development of the agenda.

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### **Safety Officer Responsibilities:**

- Actively promote health and safety.
- Serve in the capacity as a resource to the committee on health and safety issues.
- Review all accident investigation reports.
- Conduct health and safety inspections and prepare reports.
- Assist with the development of the agenda.

### **Secretary's Responsibilities:**

- Actively promote health and safety.
- Ensure the meeting minutes are recorded, completed, and distributed in a timely fashion.
- Distribute the agenda with minutes to committee member's one week prior to each scheduled meeting.
- Take and record attendance.
- Make arrangements for the meeting room.
- Distribute any correspondence and/or directives developed by the committee.
- Develop and maintain files of meetings and correspondence.

### **Committee Members Responsibilities:**

- Actively promote health and safety.
- Attend all health and safety meetings on time or arrange for an alternate to attend.
- Communicate committee activities to his/her department.
- Serve on appointed project teams or sub-committees.
- Bring safety or health concerns to committee meetings and/or to the attention of the affected employee's supervisor.

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- Assist with the development of the agenda upon request.
- Serve as an example by following all safety rules and work practices.

### **Employee Responsibilities:**

- Actively promote health and safety.
- Bring health and safety concerns to his/her supervisor or committee representative immediately.
- Learn and follow all health and safety rules and procedures.
- Attend all health and safety training courses relevant to his/her job classification.

### **Meetings:**

- Meetings will initially be held monthly, preferably on the first Thursday of each month from 8:30 a.m. to 10:30 a.m. After six (6) months, regular meetings of the committee will be held at least every two months.
- Special meetings of the committee may be called by Chairperson upon his/her initiative, or upon the request of at least five (5) members.
- Special meetings will be counted as regular meetings when being applied towards quarterly meeting commitments.
- Union/management bargaining issues will be referred to the appropriate bargaining unit.
- The minutes of the meeting will be given to each committee member, division managers, and appropriate union representatives and posted on bulletin boards throughout the facility (optional).

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### **Quorum:**

A quorum for the conduct of business at each meeting shall be a simple majority of the committee members.

**Source:** Adapted with permission from Professional Training Services (PTS) by the Bureau of State Risk Management. For more information about this survey, call PTS at (414) 821-1300 or call the Bureau of State Risk Management's Loss Control Section at (608) 267-2729.