

Human Resource Management

Prepared by Dr. Anas M. Bashayreh

HRM 611

Lecture 10





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Employee Safety and Health

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Chapter
10**Employee Safety and Health**

The main purpose of this chapter is to provide you with the basic knowledge to deal with workplace safety and health issues. We discuss the Occupational Safety and Health Act, and explain three causes of accidents: chance occurrences, unsafe conditions, and unsafe acts; as well as techniques for preventing accidents; and important employee health problems such as workplace violence.

Chapter

10

LEARNING OUTCOMES

1. Explain the basic facts about Occupational Safety and Health Act OSHA.
2. Explain the supervisor's role in safety.
3. Minimize unsafe acts by employees.
4. Explain how to deal with important occupational health problems.
5. Minimize unsafe acts by employees.
6. List five workplace health hazards and how to deal with them.
7. Discuss the prerequisites for a security plan and how to set up a basic security program.

The Supervisor's Role in Safety

The moral is that safety inspections should always be part of the supervisor's daily routine.

- Safety is not just a case of legal compliance or humanitarianism.
- Safety is the employer's responsibility.
- Safety starts with top management commitment.
- Safety is an essential part of the on-site supervisor's job.



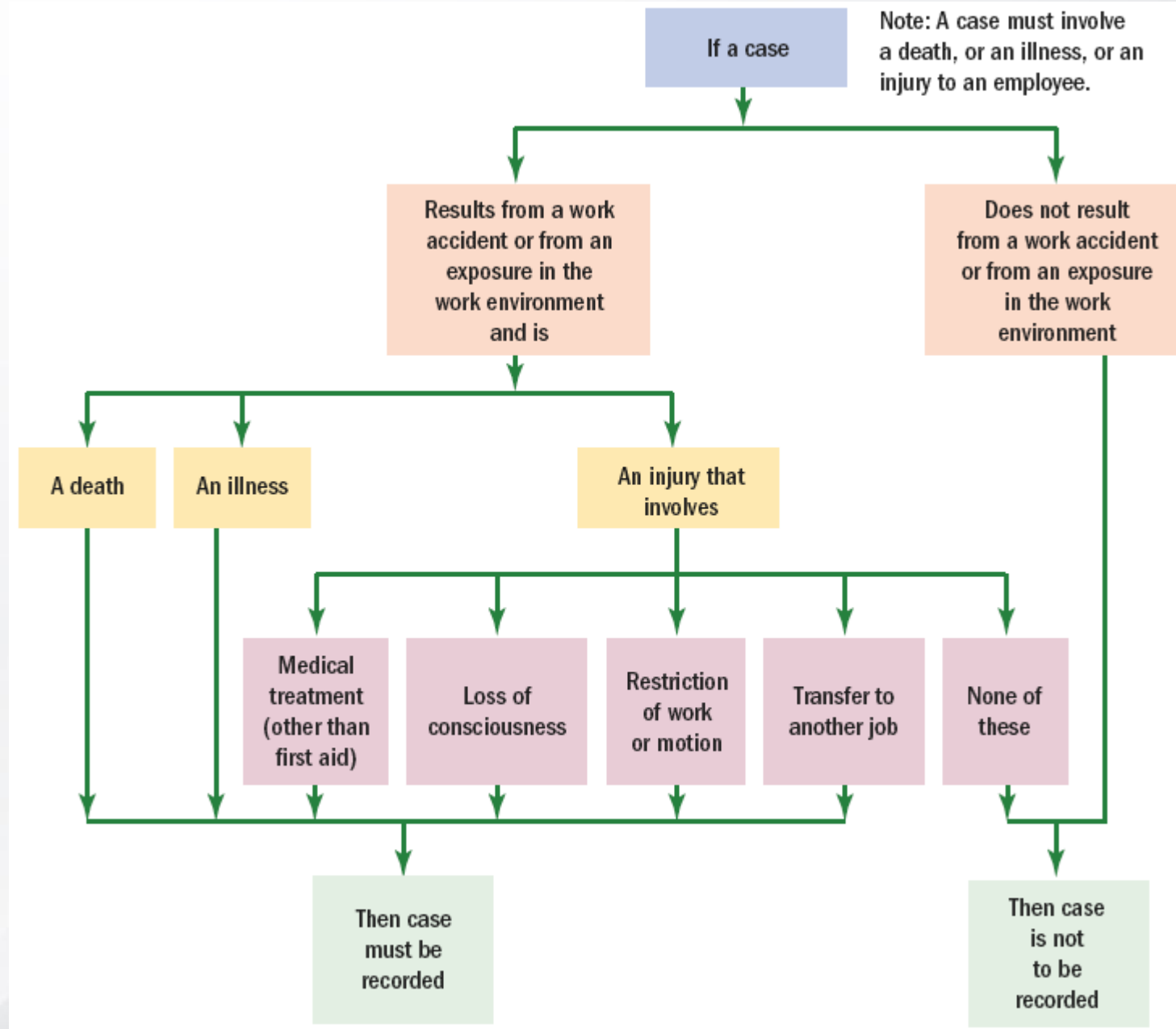
Occupational Safety Law

- Occupational Safety and Health Act
 - The law passed by Congress in 1970 “to assure so far as possible every working man and woman in the nation safe and healthful working conditions and to preserve our human resources.”
- Occupational Safety and Health Administration (OSHA)
 - The agency created within the Department of Labor to set safety and health standards for almost all workers in the United States.

OSHA Standards and Record Keeping

- OSHA standards
 - General industry standards, maritime standards, construction standards, other regulations and procedures, and a field operations manual.
- Record keeping
 - Employers with 11 or more employees must maintain records of, and report, occupational injuries and occupational illnesses.
 - Occupational illness
 - Any abnormal condition or disorder caused by exposure to environmental factors associated with employment.

What Accidents Must Be Reported Under the Occupational Safety and Health Act (OSHA)



OSHA Inspection Priorities

OSHA takes a worst-first approach in setting inspection priorities. Priorities include, from highest to lowest:

- Inspections of imminent danger situations
- Inspections of catastrophes, fatalities, and accidents that have already occurred
- Inspections related to valid employee complaints of alleged violation standards.
- Periodic, special-emphasis inspections aimed at high-hazard industries, occupations, or substances.
- Random inspections and reinspection's (follow-up).

Conduct of OSHA Inspections

- OSHA officer arrives at the workplace.
- He or she displays official credentials and asks to meet an employer representative.
- The officer explains the visit's purpose, the scope of the inspection, and the standards that apply.
- An authorized employee representative accompanies the officer during the inspection.
- The inspector can also stop and question workers (in private, if necessary) about safety and health conditions.
- The inspector holds a closing conference with the employer's representative to discuss apparent violations which may result in a **citation** and penalty.
- At this point, the employer can produce records to show compliance efforts.

Citations and Penalties

- Citation
 - A summons informing employers and employees of the regulations and standards that have been violated in the workplace.
- Penalties
 - Are calculated based on the gravity of the violation and usually take into consideration factors like the size of the business, the firm's compliance history, and the employer's good faith.

Managers Inspection Guidelines

- Initial Contact

- Refer the inspector to the company's OSHA coordinator.
- Check the inspector's credentials.
- Ask the inspector why he or she is inspecting the workplace: Complaint? Regular scheduled visit? Fatality or accident follow-up? Imminent danger?
- If the inspection stems from a complaint, you are entitled to know whether the person is a current employee, though not the person's name.
- Notify your counsel, who should review all requests for documents and information, as well as documents and information you provide.

Inspection Guidelines (cont'd)

- Opening Conference

- Establish the focus and scope of the planned inspection.
- Discuss the procedures for protecting trade secret areas.
- Show the inspector you have safety programs in place. He or she may not go to the work floor if paperwork is complete and up to date.

Inspection Guidelines (cont'd)

- Walk-around inspection
 - Accompany the inspector and take detailed notes.
 - If the inspector takes a photo or video, you should, too.
 - Ask for duplicates of all physical samples and copies of all test results.
 - Be helpful and cooperative, but don't volunteer information.
 - To the extent possible, immediately correct any violation the inspector identifies.

Responsibilities and Rights of Employers

- Employer responsibilities
 - To meet the duty to provide “a workplace free from recognized hazards.”
 - To be familiar with mandatory OSHA standards.
 - To examine workplace conditions to make sure they conform to applicable standards.
- Employer rights
 - To seek advice and off-site consultation from OSHA.
 - To request and receive proper identification of the OSHA compliance officer before inspection.
 - To be advised by the compliance officer of the reason for an inspection.

Responsibilities and Rights of Employees

- Employee responsibilities
 - To comply with all applicable OSHA standards
 - To follow all employer safety and health rules and regulations.
 - To report hazardous conditions to the supervisor.
- Employee rights
 - The right to demand safety and health on the job without fear of punishment.
- OSHA cannot cite employees for violations of their responsibilities.

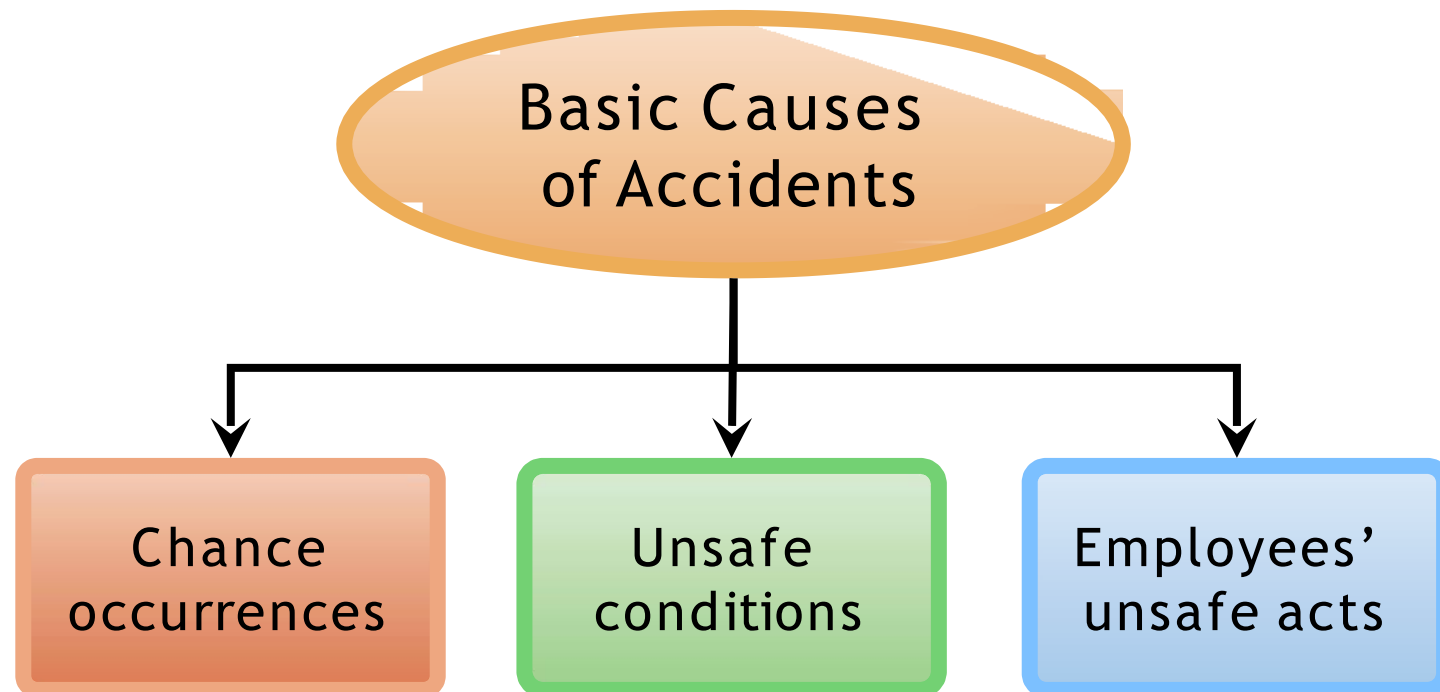
Dealing with Employee Resistance

- The employer is liable for any penalties that result from employees' noncompliance with OSHA standards.
 - Ways to gain compliance
 - Bargain with the union for the right to discharge or discipline an employee who disobeys an OSHA standard.
 - Establish a formal employer-employee arbitration process for resolving OSHA-related disputes.
 - Use positive reinforcement and training for gaining employee compliance.

10 Ways To Get into Trouble with OSHA

- Ignore or retaliate against employees who raise safety issues.
- Antagonize or lie to OSHA during an inspection.
- Keep inaccurate OSHA logs and have disorganized safety files.
- Do not correct hazards OSHA has cited you for and ignore commonly cited hazards.
- Fail to control the flow of information during and after an inspection.
- Do not conduct a safety audit or identify a serious hazard and do nothing about it.
- Do not use appropriate engineering controls.
- Do not take a systemic approach toward safety.
- Do not enforce safety rules.
- Ignore industrial hygiene issues.

What Causes Accidents?



What Causes Accidents?

- Unsafe conditions are a main cause of accidents. They include:
 - Improperly guarded equipment
 - Defective equipment
 - Hazardous procedures in, on, or around machines or equipment
 - Unsafe storage—congestion, overloading
 - Improper illumination—glare, insufficient light
 - Improper ventilation—insufficient air change, impure air source
- Unsafe acts

How to Prevent Accidents

- Remedy unsafe conditions
- Emphasize safety
- Select safety-minded employees
- Provide safety training
- Use posters, incentive programs, and positive reinforcement to motivate employees
- Use behavior-based safety
- Use employee participation
- Conduct safety and health audits and inspections

Reduce Unsafe Conditions

Identify and eliminate unsafe conditions.

Use administrative means, such as job rotation.

Use personal protective equipment.

Reduce Unsafe Acts

Emphasize top management commitment.

Emphasize safety.

Establish a safety policy.

Reduce unsafe acts through selection.

Provide safety training.

Use posters and other propaganda.

Use positive reinforcement.

Use behavior-based safety programs.

Encourage worker participation.

Conduct safety and health inspections regularly.

Reducing
Unsafe
Conditions and
Acts:
A Summary

Controlling Workers' Compensation Costs

- Before the accident
 - Communicate written safety and substance abuse policies to workers and then strictly enforce those policies.
- After the accident
 - Be proactive in providing first aid, and make sure the worker gets quick medical attention.
 - Make it clear that you are interested in the injured worker and his or her fears and questions.
 - Document the accident; file required accident reports.
 - Encourage a speedy return to work.

Workplace Health Hazards: Remedies

- The Basic Industrial Hygiene Program
 - Recognition: identification of a possible hazard
 - Evaluation: assessing the severity of the hazard
 - Control: elimination or reduction of the hazard
- Workplace hazards
 - Asbestos Exposure
 - Infectious Diseases
 - Alcoholism and Substance Abuse

Workplace Exposure Hazards

- Chemicals and other hazardous materials.
- Excessive noise and vibrations.
- Temperature extremes.
- Biohazards including those that are normally occurring (such as mold) and manmade (such as anthrax).
- Ergonomic hazards (such as poorly designed equipment that forces workers to do their jobs while contorted in unnatural positions).
- Slippery floors and blocked passageways.

Dealing with Workplace Drug Abuse

- If an employee appears to be under the influence of drugs or alcohol:
 - Ask how the employee feels and look for signs of impairment such as slurred speech.
 - Send an employee judged unfit for duty home.
 - Make a written record of your observations and follow up each incident.
 - Inform workers of the number of warnings the company will tolerate before requiring termination.
 - Refer troubled employees to the company's employee assistance program.

Workplace Substance Abuse and the Law

- The Drug-Free Workplace Act
 - Requires employers with federal government contracts or grants to ensure a drug-free workplace by taking (and certifying that they have taken) a number of steps.
- Types of drug tests
 - Pre-employment tests
 - Random tests
 - Post-accident
 - Reasonable suspicion
 - Return-to-duty testing

Reducing Job Stress: Personal

- Build rewarding, pleasant, cooperative relationships
- Don't bite off more than you can chew.
- Build an effective and supportive relationship with your boss.
- Negotiate with your boss for realistic deadlines on projects.
- Learn as much as you can about upcoming events and get as much lead time as you can to prepare for them.
- Find time every day for detachment and relaxation.
- Take a walk to keep your body refreshed and alert.
- Find ways to reduce unnecessary noise.
- Reduce trivia in your job; delegate routine work.
- Limit interruptions.
- Don't put off dealing with distasteful problems.
- Make a "worry list" that includes solutions for each problem.

Reducing Job Stress: Organizational

- Provide supportive supervisors
- Ensure fair treatment for all employees
- Reduce personal conflicts on the job.
- Have open communication between management and employees.
- Support employees' efforts, for instance, by regularly asking how they are doing.
- Ensure effective job–person fit, since a mistake can trigger stress.
- Give employees more control over their jobs.
- Provide employee assistance programs including professional counseling.

- Burnout
 - The total depletion of physical and mental resources caused by excessive striving to reach an unrealistic work-related goal.
- Recovering from burnout:
 - Break the usual patterns to achieve a more well-rounded life.
 - Get away from it all periodically to think alone.
 - Reassess goals in terms of their intrinsic worth and attainability.
 - Think about work: could the job be done without being so intense.

Other Workplace Safety and Health Issues

- Computer-Related Health Problems
- AIDS and the Workplace
- Workplace Smoking

Violence at Work

- Steps to reduce workplace violence:
 - Institute heightened security measures
 - Improve employee screening
 - Provide workplace violence training
 - Provide organizational justice
 - Pay enhanced attention to employee retention/dismissal
 - Take care when dismissing violent employees
 - Promptly dealing with angry employees
 - Understand the legal constraints on reducing workplace violence

Basic Sources of Facility Security

- Natural security
 - Taking advantage of the facility's natural or architectural features in order to minimize security problems.
- Mechanical security
 - The utilization of security systems such as locks, intrusion alarms, access control systems, and surveillance systems.
- Organizational security
 - Using good management to improve security.

Evacuation Plans

- Evacuation contingency plans should contain:
 - Methods for early detection of a problem.
 - Methods for communicating the emergency externally.
 - Communications plans for initiating an evacuation.
 - Communications plans for those the employer wants to evacuate that provide specific information about the emergency, and let them know what action they should take next.

Security for Other Sources of Property Loss

- Conducting a security audit involves:
 - Identifying all major assets, including intellectual property.
 - Tracing the work processes that control each asset.
 - Identifying where opportunities for crime exist, and identify areas where protective measures are needed.
 - Testing security controls periodically to ensure sufficient protection.

Company Security and Employee Privacy

- The Federal Wire Act
 - Prohibits the interception oral, wire, or electronic communication.
 - The act does permit employees to consent to the monitoring of business communications.
 - Monitoring on company phones invades employees' privacy once it becomes apparent that the conversation is personal.

Investigating a Potential Security Breach

- To investigate employees for potential security breaches:
 - Distribute a policy that says the firm reserves the right to inspect and search employees, their personal property, and all company property.
 - Train investigators to focus on the facts and avoid making accusations.
 - Make sure investigators know that employees can request that an employee representative be present during the interview.
 - Make sure all investigations and searches are evenhanded and nondiscriminatory.

CHAPTER SUMMARY

1. Safety and accident prevention concerns managers for several reasons, one of which is the staggering number of workplace accidents. Because of this, all managers need to be familiar with occupational safety law. The Occupational Safety and Health Act was passed by Congress in 1972 to ensure so far as possible every working man and woman in the nation safe and healthful working conditions and to preserve human resources. The act created the Occupational Safety and Health Administration (OSHA).
2. There are three basic causes of workplace accidents: chance occurrences, unsafe conditions, and employees unsafe acts. Unsafe conditions include things like improperly guarded equipment and hazardous procedures. Unsafe acts sometimes reflect personality traits such as impatience and distractibility.
3. In practice, how to prevent accidents boils down to reducing unsafe conditions and reducing unsafe acts. Reducing unsafe conditions is always the first line of defense and includes using checklists and following OSHA standards. Once all necessary steps are taken, employers need to encourage employees to use personal protective equipment. There are then several basic approaches to reducing unsafe acts, for instance, through proper selection and placement, training, motivation and positive reinforcement, behavior-based safety, employee participation, and conducting safety and health audits.

1. Explain how to reduce the occurrence of unsafe acts on the part of your employees.
2. Discuss the basic facts about OSHA its purpose, standards, inspections, and rights and responsibilities.
3. Explain the supervisor s role in safety.
4. Describe at least five techniques for reducing accidents.



Chapter
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DISCUSSION QUESTIONS



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Thank You



