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Safe Supervisor

YOUR FRONT-LINE MANAGER SAFETY RESOURCE SINCE 1929

CONTENTS

Safety Meeting FollowUp

We often cover how to run an effective safety meeting but what you do after a safety meeting is important too.

Follow up on any training issues. If anyone failed the quiz, schedule more training. Follow up on any safety concerns. Remove the hazard promptly and plan to report on the issue at the next meeting.

Develop Safety Leaders

A good leader helps others to develop leadership qualities. One way you might do this with your crew members is to get them more involved in putting on the weekly safety meeting.

Look for ideas from your workers about meeting topics. Ask them what safety concerns they would like to have discussed. What topics need to be reviewed? What off-the-job safety concerns do they have?

Then give them some homework researching these topics. Direct them to sources of information in your company's safety intranet, safety office or the Internet. Encourage them to find examples, statistics, illustrations and handouts to go with the safety talk. You don't have to be the one to read the weekly safety talk. Hand this job to another worker and observe the meeting to make sure everyone is getting the message.

Try to create a meeting environment in which everyone feels free to speak up with questions and suggestions.

Call on different workers to speak each time instead of those who always talk at the meetings. If a worker is determined not to speak, don't force the issue.

Worker involvement can extend outside the safety meeting. Interested workers can prepare bulletin board displays and break room reading materials related to important safety topics.

As the supervisor or trainer, you have to keep the safety meetings on track and make sure everyone gets the training and information needed to work safely. But you can use all the help you can get. Encourage all your workers to take part in the safety meetings and to take a turn at safety.

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Preventing Injuries Away from the Job

Not all fatal accidents happen at work. Many of us practice safe work procedures on the job but forget those practices at home. This is somewhat understandable. At work, supervisors and safety managers are constantly watching us.

But when we get home, we become the boss and we get complacent. And we all know that complacency leads to trouble.

Home Injuries & their Causes

The statistics on home injuries may surprise you. According to the National Safety Council, there were 127,300 preventable injury-related deaths and 38,300,000 nonfatal medically consulted injuries in 2017. The top four preventable injury-related deaths were:

- Poisoning
- Falls
- Choking
- Drowning

What Can You Do?

Well, the answer is quite simple: All we have to do is think in the same safe manner at home as we do at work. Take a moment to consider the task you're about to perform and how you can perform it safer. Here's a "Safe Plan of Action" to provide your workers for working around the house safely:

- **Plan ahead.**

Make sure you have the proper PPE for the task—gloves, safety glasses, long pants or long-sleeve shirts, steel-toed shoes with steel shanks, etc. The easiest way to do this is to visualize yourself doing the job and try to identify any potential hazards.

- **Check your tools and equipment.**

Using the wrong tool can be dangerous. I regularly inspect all my power/hand tools and ladders to make sure they're not damaged and are suitable for the job. I look for signs of obvious wear and tear that could cause failure during use. Remember that falls are near the top of the list as the cause of injuries and/or fatalities.

- **Lift right.**

Just like at work, poor lifting techniques are a common cause of injury at home. While lifting or bending, don't strain your body. If you can't lift something easily, use a hand truck (or other lifting device) to move it.

- **Practice ladder safety.**

Avoid overreaching while working on ladders or raised platforms. It's much safer to move the ladder and stay as vertical as possible.

- **Guard against heat stress.**

During the summer months, if you're going to be working outdoors or indoors in spaces that aren't air-conditioned or well ventilated, remember to drink plenty of water to avoid heat exhaustion. Take regular breaks when needed.

- **Watch for overhead power lines.**

Remember how dangerous overhead power lines are. Get a helper to assist in carrying long items such as metal pipe, extension ladders or other conductive materials.

- **Ask the right question.**

I've saved the most important step for last. Ask yourself: "Is this safe?" I can't stress this enough. This quick question could save your life.

Conclusion

Here's a story you might want to relay to your workers: On a jobsite years ago, there was one individual who resented his supervisor for correcting his unsafe work practices all the time. He even resorted to calling the supervisor names as he walked by.

One lunch hour, the supervisor took his brown bag into the field and spotted the worker sitting with co-workers. He asked if he could join his group. It was obvious that he didn't want the supervisor there, but gestured with his hand that he could sit down if he wanted. The supervisor then asked him, "When you go home at night and walk though the door, what happens?"

After some hesitation, he replied, "My dogs usually run to me and my daughter and wife give me a kiss. Then we sit down for supper."

This was exactly the response he was hoping for. The supervisor told him, "It doesn't matter to me that you hate me or call me names. Every day that you can go through that door and be greeted by your family and pets is one more day that I have done my job well."

The two were friends for the rest of the work project and still keep in touch today.

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Home Safety Checklist

It's quite natural to think of your home as the safest place you can be. After all, that is where you escape the cares of the world and the pressures of work. However, many serious accidents happen at home. Painful injuries, permanent disability and even death can be the result of home accidents. Falls and fires are particular dangers at home.

Fortunately, there is much you can do to improve the safety in your home. Share this home safety checklist with your workers to encourage them to be safe on and off the job.

YES	NO	
		Is lighting adequate in all traffic areas, including sidewalks, entrance areas, basements and stairways?
		Are traffic areas free of clutter?
		Are stairways clear, with no items stored on them, even temporarily?
		Are there sturdy railings on all stairways, even in the basement and outdoors?
		Are stairs, steps and floors in good condition and free of tripping hazards such as torn carpet and loose tiles?
		Is there a non-slip surface on the floor of the shower and bathtub?
		Is your home protected by these safety devices: Smoke detectors, fire extinguishers, carbon monoxide detectors, Ground Fault Circuit Interrupters on electrical outlets in the bathroom and basement?
		Is all wiring in good condition? Is wiring adequate for the electrical appliances used in the house, including computer equipment?
		Are extension cords used only temporarily? Are they kept out of traffic areas?
		Are chimneys for wood burning stoves and fireplaces cleaned yearly?
		Are any flammable liquids such as gasoline and paint thinner stored in approved covered containers, in well ventilated areas? Are they kept far away from sources of ignition, such as cigarettes and pilot lights?
		Are drawers and cabinet doors closed immediately after use to prevent tripping accidents and head injuries?
		Are the handles of pots and pans always turned toward the center of the stove, not the edge of the stove where they can be reached by children or accidentally contacted by someone passing by?
		Are knives stored safely in a knife holder or other device so someone will not accidentally touch the blade?
		Are glass doors marked at eye level to prevent someone from accidentally walking into them?
		Is the house safe for children, even if they only visit occasionally? Are all medicines and cleaning materials stored well out of reach of children? Are stairways barricaded so youngsters cannot fall down them? Are electrical outlets covered by child-proof plugs?
		Are emergency numbers posted at each telephone? Is the house address and telephone number posted there as well?
		Do you hold regular family fire drills? Does each member of the family know how to escape from his or her bedroom and where to meet outside?

If you find hazards while you are inspecting your home, correct them now. If they require expert help, such as rewiring by an electrician, arrange to have the work done. Then make a regular safety review part of your family's routine!

More than Spring Cleaning: The Importance of Housekeeping

As spring draws near, it's a good time to start thinking about putting away the snow shovels and bringing out the brooms. Housekeeping at work involves more than just sweeping the floors of course, but a clean floor certainly lays a solid foundation of good housekeeping practices. Poor housekeeping can cause accidents, slow down production, bring down morale, and create extra work for everyone.

What Message Are You Sending?

Just as a clean floor lays the foundation for sound housekeeping practices, housekeeping, or lack thereof, sends a message to everyone who walks through your doors. This includes visitors, potential clients, your workers, and safety and health inspectors. Whether it's true or not, good housekeeping sends the message that management places a high value on safety and health; bad housekeeping sends the message that safety and health is an afterthought at best.

Signs of Poor Housekeeping

Do you recognize any of these signs of poor housekeeping in your work area or at your workplace?

- Cluttered and poorly organized work areas.
- Dangerous storage of materials. For example, items stacked haphazardly on shelves, or shoved into corners, overcrowded storage areas.
- Blocked aisles and exits.
- Dirty, cluttered floors and work surfaces.
- Tools and equipment not properly put away and stored when not in use.
- Trash bins overflowing, items not disposed of properly.
- Spills and leaks.

Coming Clean

The first step to a cleaner and safer workplace is to establish housekeeping standards. These standards should be clear, attainable and enforced. Next, train workers on what is expected of them, where things go, how to properly store and dispose of hazardous items, such as chemicals and waste, where to find cleaning supplies and storage areas. Then be sure you have the supplies and tools for workers to use. Finally, measure how well housekeeping standards are being met. On a regular basis conduct housekeeping audits and follow up on those items that need to be corrected or addressed. Enlist the help of your safety committee if you have one.

Areas of Focus

There are common areas in almost every workplace that should be focused on with regards to housekeeping.

Fire Safety: Walkways, stairways and exits must be clear of clutter and debris. This not only prevents slips and falls, but allows for the safe and orderly evacuation in the event of a fire or other emergency. Exits should never be blocked or locked from the outside. Don't block sprinkler heads, fire extinguishers, or other emergency equipment. Keep material and equipment away from sprinkler heads.

Flammable Hazards: Dust accumulation is a significant fire and explosion hazard; ensure adequate ventilation and cleanup procedures are in place and being used. Store all flammable and combustible liquids in approved and properly labeled containers and only in designated storage areas.

Clutter: Keeping floors and work surfaces free of clutter and debris is helpful in several ways. It helps reduce the risk of slips, trips and falls; it makes it easier to find things and saves workers time by not having to hunt something down each time they need it; it protects tools and equipment from damage and, it generally improves morale, production and efficiency and encourages everyone to take housekeeping seriously.

Lighting: Ensure lighting is adequate for the entire workspace, inside and out, as well as task lighting at the worker level. Don't forget to light stairways and storage areas either.

Spills and Leaks: Procedures should be in place for prompt cleanup of spills and leaks. Train workers on how to properly clean up after a spill and when and how to report spills and leaks. Instruct workers to put lids and caps back on containers and bottles after every use. Enforce maintenance procedures for machines and equipment to help contain leaks and overspray from machines. Install drip pans when necessary to collect overspray and keep it off the floor.

Waste Disposal: Outline and train workers on the proper way to dispose of waste and materials. Provide and train on the proper disposal of sharps and biological waste. Take out trash and recycling on a regular basis so it doesn't have a chance to pile up.

Storage Areas: Set up storage areas so there is adequate space to store and retrieve materials safely. Stored materials should not be in the way of work but should be readily and easily available when needed. This will cut down on the risk of strain injuries by reducing the amount of handling required. Stack items securely; on a firm foundation, not too high, blocked if necessary to prevent movement. Finally, ensure the safe and proper segregation of flammable, combustible and toxic materials.

Tools and Equipment: Create safe tool and equipment storage areas and train workers to safely store them when not in use. Ensure workers regularly inspect tools and equipment, keep them clean, and report defective or damaged tools immediately so they can be taken out of service until they are fixed or replaced.

Remember, housekeeping is an ongoing process. It is not a once a year marathon cleaning session, or a mad panic to clean up before an inspection or client visit. It is a daily endeavor. Use checklists, daily, weekly, monthly, and annually, to help you and your workers keep on task.

Hot Work Safety

What's At Stake

Hot work is a leading cause of workplace fires. A job is considered "hot" when it produces sparks, flame or heat, especially if it is done in flammable environments. Hot work includes welding, grinding, soldering, drilling, cutting and brazing; workers performing these activities are exposed to fire risks as well.

What's the Danger?

Hot work presents many dangers, but the most significant ones are from fires and explosions and toxic fumes.

- Fires and explosions resulting from hot work can cause burn injuries, hearing damage, and death.
- Recommended safety measures start with a thorough hazard assessment to identify risks, followed by safe work procedures.
- Important factors to be considered are the possibilities of fire in the work environment and expected types of fire.
- A trained "fire watch" whose sole responsibility is to watch out for fires and take necessary precautions must be present with a functioning fire extinguisher and gas monitor

Hot work also produces hazardous fumes and substances.

- These fumes come from welding, burning, or evaporation of fuel, such as gasoline.
- They are toxic and prolonged exposure to them causes cancer; brain, reproductive and nerve damage, and suffocation caused by low oxygen levels.
- Protection from them includes air monitoring, reduced exposure time, exhaust ventilation, respirators and health monitoring.

How to Protect Yourself

Do

- Always, wear the right safety gear when welding, cutting or grinding.
  - Personal protective equipment worn during hot work should include eye protection, hearing protection, heat-resistant clothing, safety boots and gloves made of leather or other flameproof material.
- Only weld in well-ventilated areas.
- Put up warning signs and barriers to keep others a safe distance from hot work operations to prevent them from being burned or injured
- Keep aisles and stairways clear of cables and equipment.
- Always use a qualified fire watch and a working fire extinguisher.
- The hot work area should be monitored for flammable and combustible gases.
  - A gas detector should be used.

  - Stop work immediately if a flammable or combustible gas exceeds 10 percent of its lower explosive limit.
- Use respiratory protection to protect against toxic chemicals and gases and low oxygen levels.

Don't

- Don't weld, cut, or grind near flammable or combustible materials, liquids, vapors or dust.
  - Instead, relocate work and equipment outside of the hazardous areas.
  - When welding or cutting is performed in locations where anything greater than a minor fire might occur, assign additional personnel as "fire watchers" to guard against fire.
- Never work in confined spaces that have not been atmosphere-tested or begin hot work until the work area has been tested for flammable gas.
- Don't use equipment that is not in good condition. Inspect for loose connections and bare wires or cables before operating any machinery
- Remember, don't store cylinders of oxygen within 20-feet of cylinders containing flammable gases.
- Finally, know the symptoms of metal fume fever, which is caused by breathing welding fumes. The symptoms are listed below and must be reported immediately.
  - Metallic taste in the mouth or dryness of throat and mouth.
  - Weakness, joint and muscle pains.
  - Fever, chills and nausea.

Final Word

The key to hot work safety is taking proper precautions and being on constant alert.

Protect Your Eyes and Face

What's At Stake

Safety eyewear and face shields can save you from injuries which can lead to blindness and facial disfigurement. Prompt treatment of eye and facial injuries reduces the risk of permanent damage.

What's the Danger?

Your face is at risk from many potential hazards at work. Flying and falling objects, materials, and dust can irritate your eyes and injure your face and eyes. Burns and toxic effects from chemicals are also serious eye and face hazards. So are solvents and corrosive substances. These hazards can cause painful, long-term injuries.

How to Protect Yourself

Wear eye and face protection on the job. Your supervisor will help you choose the right protection for the danger and tell you when to wear it.

Safety glasses

These look like ordinary glasses, but they are made of impact-resistant material that protects you from flying objects. In many instances, you will need to wear your safety glasses with side shields.

Goggles

These are made to protect you from chemical splashes or impact from flying objects which could damage your eyes. Make sure you have the right ones for the job. For example, don't use vented goggles when working with hazardous chemicals.

Shaded eyewear

These protect you from radiation burns to the eyes. Safety glasses with ultraviolet protection may be required for outdoor work. Special eye protection might be required for work with lasers. Welding helmets have special shaded eye pieces and must always be worn when welding. Anyone working near a welding operation must wear the right safety glasses to protect against radiation burns to the eye.

Face shields and head coverings

In addition to safety glasses or goggles, use face shields and head coverings while doing overhead work and to provide more protection against splashing, flying and falling objects.

Avoid hazards

Proper arrangement of work equipment and materials helps you stay away from hazards. Machine guards shield you from wood or metal chips. Exhaust systems remove particles from the air. Splash guards help protect you from harmful liquids. Screens keep you away from hazards such as light radiation.

Eye those chemicals

Read the label and safety data sheet before using any chemical substance. Use safety eyewear as instructed.

Prompt treatment

Learn where the eyewash station is and find out how to operate it. You might need to use it while temporarily blinded by a chemical splash. Always get prompt first aid treatment for any eye injury.

Final Word

Protect your face and your eyes. Wear your eye and face protection.

Quiz

1. List two forms of protection against radiation.

   _____

   _____

2. _____ should not be worn when working with hazardous chemicals.
3. Store-bought sunglasses work just as well as safety glasses in protecting against impact hazards.

   ❒ True

   ❒ False
4. You are doing overhead work and the material is falling all around you. What type of protective equipment should you be wearing?

   _____

WHAT WOULD YOU DO?

A new worker asks you what type of eye and face protection they should be wearing for the job you are both working on. Based on your current work, what would you tell them (what would you do)?_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Learn to Recognize a Confined Space Hazard

What's At Stake

Is there a manhole to a sewage system near your workplace, or an underground vault for an electrical system? Any boiler, tunnel, well, silo, shaft or poorly ventilated crawl space can be a potentially dangerous confined space.

Even if your job doesn't involve entering a confined space, if there is one nearby it is important to be aware of the dangers.

What's the Danger?

One atmospheric hazard in such spaces is an oxygen level below what is needed to sustain life. Toxic gas is another atmospheric hazard. It might be created by a substance stored in the space or seeping in, gasoline vapors from an underground fuel spill or naturally-occurring methane from rotting organic material. Other hazards could be fire or explosion, flammable gases, vapors or dusts, electric shock, temperature extremes, shifting materials such as sand, equipment in motion, slippery surfaces or chemicals.

Example

Somebody gets into trouble in a confined space and someone else rushes in without using a proper respirator. Then two people are down. There have been cases of one rescuer after another dying in a confined space.

How to Protect Yourself

It is very important to use the right respirator, and for much of confined space work an actual air supply is required. The chemical cartridge respirator that you might use for chemical exposure won't save your life if the problem is lack of oxygen.

There are common procedures for confined space entry, including:

- Getting a written entry permit.
- Assembling tools such as personal protective equipment (PPE), lifeline, retrieval harness, testing devices, lighting and communications equipment.
- Preventing pedestrians or vehicles from entering the work area.
- Testing the air for dangerous gases and lack of oxygen.
- Isolating electrical hazards and closing off lines of flowing liquids or solids.
- Ventilating the area or purging it with inert gas that can't explode. Inert gas can cause oxygen deficiency. Don't use pure oxygen because of the danger of explosion.
- Wearing proper PPE.
- Posting an attendant outside the confined space.
- Removing possible sources of ignition and using non-sparking tools and lighting.

Final Word

As you can see, preparing to work safely in confined space is an involved process that takes special authorization, training and equipment. What you need to remember is this: Do not enter a confined space unprepared–even to rescue someone.

Quiz

1. You can safely go into a confined space without respiratory protection if you hold your breath.
   - ❒ True
   - ❒ False
2. A dusk mask or chemical cartridge mask is better than nothing for respiratory protection in a confined space.
   - ❒ True
   - ❒ False
3. Would-be rescuers have been killed by entering confined spaces.
   - ❒ True
   - ❒ False
4. In workplace safety, a small area such as an ordinary coat closet is considered a confined space.
   - ❒ True
   - ❒ False
5. You need to be trained, authorized and properly equipped before entering a confined space.
   - ❒ True
   - ❒ False

WHAT WOULD YOU DO?

Your supervisor tells you to enter an underground vault for a quick maintenance task. It looks a lot like a confined space to you, but nobody else seems to be making a big deal about it. Should you go down there without training and protective equipment?_____

_____

_____

_____

_____

_____

_____

Safety When Working Alone

What's At Stake

Working alone means working where you cannot be seen or heard by another person and where you cannot expect a visit from another person.

While not an ideal situation, sometimes it is necessary. In occupations as diverse as a home care nurse, security guard, property manager, plant attendant, taxi driver, custodian, logger, ranch hand, retail clerk and oil field mechanic, sometimes must work alone.

What's the Danger?

A 17-year-old girl was found murdered in the back room of a gas station in Montreal, QC. The station's owner says the building should have been locked while the young woman was on shift. Customers should have been served through a transaction window, but obviously someone was able to get inside the building.

A miner was working under an unsafe, unbolted rock ceiling, contrary to safe procedure. Loose rock fell on him and pinned him down. He was found about two hours later, then remained trapped for another 45 minutes while a rescue party was assembled. He died shortly after arrival at hospital.

Doing a job alone can be more hazardous than doing the same job in company of others. If a worker is injured, ill or trapped, there is no one nearby to help or call for assistance. Lone workers are also more vulnerable to crime such as robbery or assault. Workers alone in the wild country are more vulnerable to animal predators.

The risk of working alone depends on circumstances including the location, whether the work itself is risky, and involvement with the public. Workers who handle money, work away from the regular work site or work alone with patients or clients face unique hazards. As do those who work at heights or in confined spaces such as silos, work with electricity, hazardous substances, dangerous equipment or with the public where there is the possibility of violence.

How to Protect Yourself

Consider these tips for greater safety when working alone:

- Talk to your boss and colleagues about your job, the hazards and how to minimize them.
  - Can work be rescheduled so you do not have to work alone?
  - Can the buddy system be used?
- Follow your employer's check-in system and check in at the scheduled regular intervals.
  - Agree on a tracking method to be used if you are overdue.
  - Carry a personal alarm, cell phone or two-way radio. Manage the batteries so you will always be able to use them.
- Use a buddy system in higher risk situations.
- File a travel plan and let people your route and ETA when you drive somewhere alone.
  - Keep vehicles well-maintained to avoid breakdowns.
  - Stock an emergency survival kit in the vehicle.
- When visiting a possibly intimidating client, take a taxi and have the driver wait outside.
- If you work alone late at night, get a security escort to your vehicle or bus stop.
- Handling cash or other valuables puts you at risk for violent robbery.
  - Have your employer take steps to reduce the amount of cash on hand to lower the incentive for robbers.
  - Have your work area arranged for maximum visibility from windows.
  - Get training in how to avoid and handle a robbery and learn to use the security system.

Final Word

Some people enjoy working alone and choose solitary jobs on purpose. An injury or a violent encounter can take the fun out of your work, so be prepared to work as safely as possible when you work alone.

Quiz

1. A personal alarm could be one way to summon help if you work alone.

   ❒ True

   ❒ False

2. What are three precautions to take when driving alone.

   _____

   _____

   _____

3. Working at heights or in other hazardous environments is especially risky when you are alone

   ❒ True

   ❒ False

4. List three factors that increase your risk of injury and violence when working alone.

   _____

   _____

   _____

PPE Eye Protection

DID YOU KNOW?

Revealing statistics

Eye injuries in the workplace are very common. The National Institute for Occupational Safety and Health (NIOSH) reports that every day about 2,000 U.S. workers sustain job-related eye injuries that require medical treatment. In Canada, according to the Canadian National Institute for the Blind, over 700 workers sustain eye injuries on the job per day. However, safety experts and eye doctors believe the current eye protection can lessen the severity or even prevent 90 percent of these eye injuries.

A Bureau of Labor Statistics survey of workers who suffered eye injuries revealed that nearly three out of five were not wearing eye protection at the time of the accident. These workers most often reported that they believed protection was not required for the situation. The US Bureau of Labor Statistics (BLS) estimates each day 1,000 employees receive injuries to their eyes.

- Nearly three out of five were not wearing eye protection.
- Flying objects or sparks caused 70 percent of incidents. Three-fifths of the objects were smaller than a pinhead.
- Chemicals caused one-fifth of the eye injuries.
- Other injuries include objects swinging from a fixed position or tools hitting the worker's eye.

Computer Vision Syndrome, also referred to as Digital Eye Strain, describes a group of eye and vision-related problems that result from prolonged computer, tablet, e-reader and cell phone use. The average American worker spends seven hours a day on the computer either in the office or working from home.

KEEP IN MIND

Workplace eye protection is needed when the following potential eye hazards are present:

- Projectiles (dust, concrete, metal, wood and other particles)
- Chemicals (splashes and fumes)
- Radiation (especially visible light, ultraviolet radiation, heat or infrared radiation, and lasers)
- Bloodborne pathogens (hepatitis or HIV) from blood and body fluids

Workers experience eye injuries on the job for two major reasons:

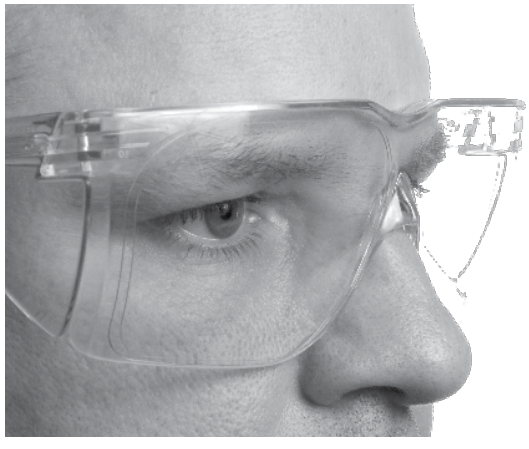
1. They were not wearing eye protection.
2. They were wearing the wrong kind of protection for the job.

There are four things you can do to protect your eyes from injury:

1. Know the eye safety dangers at your work.
2. Eliminate hazards before starting work by using machine guards, work screens or other engineering controls.
3. Use proper eye protection.
4. Keep your safety eyewear in good condition and have it replaced if it becomes damaged.

Selection of protective eyewear appropriate for a given task should be made based on a hazard assessment of each activity. Types of eye protection include:

- **Nonprescription and prescription safety glasses**. Although safety glasses may look like normal dress eyewear, they are designed to provide significantly more eye protection. The lenses and frames are much stronger than regular eyeglasses. Safety glasses must meet standards of your jurisdiction.
- **Safety glasses** provide eye protection for general working conditions where there may be dust, chips or flying particles. Side shields and wraparound-style safety glasses can provide additional side protection.
- **Safety lenses** are available in plastic, polycarbonate and Trivex™ materials. While all four types must meet or exceed the minimum requirements for protecting your eyes, polycarbonate lenses provide the highest level of protection from impact.
- **Goggles**. Goggles provide protection from impact, dust and chemical splash. Like safety glasses, safety goggles are highly impact-resistant. In addition, they provide a secure shield around the entire eye and protect against hazards coming from any direction. Goggles can be worn over prescription glasses and contact lenses.
- **Face shields and helmets**. Full face shields protect workers exposed to chemicals, heat or blood-borne pathogens. Helmets are used for welding or working with molten materials. Face shields and helmets should not be the only protective eyewear. They need to be used in conjunction with safety glasses or goggles, so the eyes are protected when the shield is lifted.
- **Special protection**. Helmets or goggles with special filters to protect the eyes from optical radiation exposure should be used for welding or working with lasers.



Safety Attitude: How to Get Workers to Develop One

Getting workers throughout your company to display a "safety attitude" is the key to a safe and healthy work environment. Of course, that's easy to say. The hard part is to actually cultivate such a safety attitude among your workforce. Here's what safety trainers can do to achieve this objective.

The Challenge of Gaining Buy In

The biggest challenge is establishing and maintaining a safety conscious work environment. That's a tall order and a full-time job. Sure, you might think and eat safety every day; but that's not enough to get other people in the company to do the same.

By definition, a safety culture has to be experienced company-wide. The commitment must exist at all levels, including workers, supervisors and managers. Of course, buy-in at the upper levels is of critical importance. After all, if the rest of the management team's agenda conflicts with this goal — such as an agenda that stresses maximizing production and output without regard for employees' safety and welfare — then there's no way the culture will be created.

The Role of Upper Management

You must have full support and buy-in from the top of the organization where the marching orders are initiated. Your task is to harness upper management's muscle behind your culture building efforts. That involves working with your safety director to secure management's help to:

- Promote safety to the Big 3:

Safety must be recognized and included with the same importance as the "big three" – Quality, Delivery and Productivity. Safety can't be the odd man out. It can't be taken into consideration only when problems arise, or else problems will arise.

- Make safety everyone's job:

Every job description in the organization should include safety-related responsibilities and every employee should be held accountable for fulfilling these responsibilities.

- Establish safety goals:

Quarterly and annual goals are set for the "big 3." The same should apply for safety metrics. Establish the goals, monitor them, display them and celebrate accomplishments along the way. Accordingly, the company's success should be measured in part on the achievement of safety goals and the responsibility must be everyone's in order to achieve the goals for that success.

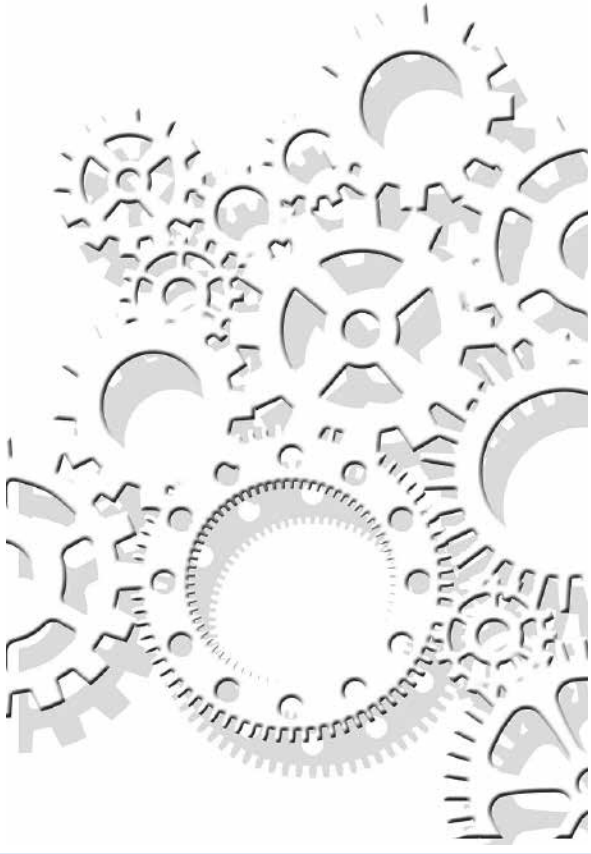
- Make safety a corporate mission:

That corporate mission statement that you see hanging in a company's reception area and board room generally includes a nice statement about satisfying the customer by providing a quality product. That's all well and good. But if there isn't also a reference to the company's commitment to maintain a safe and healthy work environment, then odds are you're looking at a company that doesn't have a true safety culture.

From Preaching to Practice

Once you have gained the corner office's commitment to a safety culture, everything just takes care of itself and health and safety nirvana is achieved. Right? Wrong. Sorry, but this is just the beginning of the challenge. The really tough task lies ahead. That task is to get everyone in the company to follow the directive in that corporate mission statement. Now you must create a work environment where people actually do think and act safely on the job. And a big part of the burden to champion this effort and keep it going falls squarely on the shoulders of you and the company's safety director. Let's look at what you can do to build a company-wide safety attitude.

Start at the very beginning. As soon as a new employee walks in the door and before they can even set foot in the plant, give them a thorough safety orientation. This is the best and earliest opportunity to plant the seed of the "safety attitude." A safety orientation establishes the importance of safety to the company by



laying it out as a responsibility that goes along with being a good employee.

Share the Responsibilities

Good safety managers utilize their best resources, including:

Managers & Supervisors.

Managers and supervisors work with the employees on the front line every day and therefore can have the most consistent impact by: Setting an example; Carrying out the established safety guidelines and policies throughout the company; and Providing feedback for prevention and solutions to safety-related issues and problems.

Workers.

Once you have the buy-in and support from managers, the workers on the floor need to be involved. Create a plant-wide safety committee program with representatives from all areas and shifts in the facility, so that everyone has a voice in safety issues.

Safety Committee.

How many safety committees just meet, talk and complain? How many more propose ideas, solutions, changes and actions, but have no authority or commitment to follow through and implement any of their proposals? The ineffectiveness of a committee will quickly undermine your progress. And it's much more difficult to win back the support and confidence lost along the way. A good safety committee must be consistent and active and it must produce visible results. Once you have an effective, working safety committee with good representation and support at all levels of management and on the shop floor, then you have a good foundation to support your safety program and a medium for continuous two-way communication.

Lead by Example

Your safety attitude must be contagious. You must be seen not as the enemy trying to impede the process, but as someone dedicated to a safer work environment, fighting for everyone's safety every day.

Your workers need to see and feel the company's commitment to providing a safe and healthy work environment. Seeing improvements or changes made in the name of safety demonstrates management's dedication and goes a long way to getting everyone involved.

Discipline is also an important part of the program. View the individuals in your workplace as a safety team with your role being to constantly recruit players. Those who blatantly undermine the team by continuously ignoring safety and putting others at risk don't belong on the team or in the company. Safety rules must be consistently and firmly enforced to let everyone know that following established safety policies is just as important as quality, delivery and productivity.

Never Give Up

Having the support and resources of everyone makes a world of difference when you can't be everywhere, 24/7. You need to allocate time and energy to other important EHS-related responsibilities, such as training, operating permits, licenses, inspections, as well as OSHA, EPA and local regulatory requirements. Hey, someone has to drive the bus and that's you.

You need to keep everyone thinking and acting safely every day. That requires effort. Make yourself accessible, encourage suggestions and show your commitment by implementing changes and improvements that make for a safer work environment.

Conclusion

The safety attitude is the all-important "intangible" that every team or program must have to be successful. You can't touch it, but you can feel it. You can also feel it when it's missing. The absence of a safety attitude is what we fight against every day to avoid the most hated word in the supervisor's vocabulary: "accident."

Top 10 Attributes of the Great Safety Leader

Your greatest asset as a leader is your ability to arouse enthusiasm in your crew — enthusiasm for working safely and well.

These are some of the things a good leader does to create a winning team:

01 You create a vision. One such vision would be an accident-free workplace.

02 You get others interested in the vision and encourage them to work toward it. You follow up on these efforts to make sure they are on the right track.

03 You are a team player. You appreciate ideas from all sources, and recognize and encourage leadership abilities in others.

04 You learn to delegate. You put your own efforts into organizing and planning work.

05 You keep your word.

06 You follow your company policies.

07 You treat your staff the same way you would like your manager to treat you.

08 You follow all the safety rules, and your wear the personal protective equipment recommended for your work area.

09 You set a good example in personal habits, too. You arrive for work early and work productively throughout your shift. You dress neatly and pay attention to personal grooming.

10 When taking care of your personal appearance, you remember the most important thing you wear – the expression on your face. It reflects confidence and concern for others.

Sometimes the crew needs to see you working as hard physically as they do.

Your day-to-day job responsibilities may be different and they may see you in the office on the phone most of the time. But rolling up your sleeves and pitching in during a crisis is highly appreciated. Doing the work occasionally can also help you to spot problems.

Safety leadership is one of the most important qualities you can offer to help your company and your employees.

Organize regular safety training sessions and emergency drills. Take personal protective equipment and other safeguards seriously. When your employees understand you really believe in these things, they are likely to become believers, too.