

SafeSupervisor

YOUR FRONT-LINE MANAGER SAFETY RESOURCE SINCE 1929

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Supervisor Secret: How to Get Involvement During Meetings

Safety meetings work best if the whole crew actively participates. This makes it more interesting and more likely that people will remember the information you've given them. Here are six ways to encourage everyone to get involved:

1. Ask questions instead of simply giving them the information. After you ask a question, wait a short time to let people think. Then, call on volunteers to answer.
2. Ask about personal experience. This can help the group see how the topic is relevant to them. You could ask: Has anyone here fallen off a ladder? What happened?
3. Make sure everyone has a chance to talk. If a crew member is talking too much, invite someone else to speak.
4. Never make fun of anyone or put anyone down, especially for asking questions.
5. Don't fake it. If you don't know the answer to a question, don't guess. Write the question down and promise to get back to them.
6. Stick to the topic. If the crew's questions and comments move too far from the topic, tell them that their concerns can be addressed later, either privately or in a future safety meeting.

Supervisor Strategies

Great supervisors cover all the angles. They are aware of what's going on with their employees and with the job itself. They pay attention to all aspects of the work environment.

Planning The supervisor must look ahead to anticipate potential hazards and take preventative measures. They should be on the lookout for suggestions from both management and employees and must plan for safety as for any other part of their job.

Job Instruction Job safety instruction is one of the most important parts of supervision. Personal, point-by-point demonstrations of the operations of machinery and tools provide insurance that money cannot buy.

Efficiency An efficient operation is one that yields the most production at the lowest cost. Wherever unsafe conditions or unsafe work methods require workers to pay less attention to production (because they must spend more time trying not to get hurt), the operation is that much less efficient. A safe operation is an efficient operation.

Morale Good morale and proper attitudes on the part of employees back up every safety effort, even when the supervisor is busy with other matters. The supervisor develops safety attitudes in employees so they will work safely, even in that person's absence.

Safe Conditions By discussing safety with the workers, the supervisor can get their co-operation, ideas and aid in making conditions safe - and keeping them that way.

Safety Attitude One of the most difficult safety activities for the supervisor is the development and maintenance of a good safety attitude in employees. This requires tact, psychology, teaching, selling, diplomacy, discipline and example. A worker without a good safety attitude can have an accident in an "accident-proof" operation.

The good supervisor learns all the angles of creating safety attitudes and uses them continually.

12 Steps for Developing a Return-to-Work Policy

Carrying workers compensation coverage may be one of the best ways to reduce the financial risk but relying on insurance is not enough—it is also critical to implement a well-executed and carefully tailored return-to-work (RTW) policy.

There are multiple benefits to a RTW program. Getting the employee back to the office or workplace reduces the amount of money being paid out by the carrier, and as a result, your immediate claim costs and future insurance rates also go down. For employees, returning to work improves their physical and psychological well-being, reduces the amount of medication they need, and lowers the risk of addiction to substances such as opioids.

RTW policies will vary from industry to industry, so it is important to consider the nature of the work and the specific needs of the company. The following 12 steps can serve as a guide to creating a successful program:

Step 1: Implement a written RTW policy and review with employees.

The plan should apply to all employees equally and be handled by one individual or team to monitor and ensure even-handed application. Be sure to follow the core policy of any well-run HR system: treat all of your employees fairly and consistently. Make sure all employees have a clear understanding of the policy.

Step 2: Decide what position to offer. You do not need to place the employee back in their prior role. Indeed, this is often impossible. For example, if you are in the construction industry and an on-site employee sustains a burn, avoidance of heat is a common restriction. Look to a job far from the heat of power tools, perhaps working within the office on administrative tasks. The employee can even use his or her field experience to help with prospects and suggest improvements management can make for other field employees.

Step 3: Ensure clear understanding of the employee's limitations. The injured employee should bring documents clearly stating the doctor's restrictions. For example, if the injured employee is based in a packing and shipping department, a back injury may be difficult to accommodate due to lifting restrictions. Consider restrictions carefully and think creatively to find the best way to keep the employee in the facility, perhaps by assigning them labeling or freight tracking duties.

Step 4: Send an official light-duty job offer letter. Legally, you must notify the injured employee of the light duty, in writing, and via trackable means. A phone call telling your employee to return is not an acceptable form of communication. The letter does not need to state the job you are offering, the pay or even the shifts. You are only required to disclose that you have a position within the restrictions and advise the employee when and to whom they should report. If the employee refuses the job, notify the claims adjuster immediately.

Step 5: Manage the first day back with care. Once the employee

reports to work, set forth the details of the assignment and your expectations. Ensure the tasks are within the scope of the most recent restrictions, and give them the information about the new role, the shifts and the pay. If an employee's restrictions have been accommodated with a desk job, ensure that person knows he or she has the option to stand to stretch or take a few minutes to walk around each hour if needed.

Step 6: Manage co-workers and their reactions. Management must not only lead by example but play referee. Do not allow co-workers to gossip or spread false rumors. If co-workers are heard talking about money the injured worker is supposedly getting through the case, it is best to put an end that conversation immediately. These claims can be contagious.

Step 7: Know what you can and cannot say. Keeping the peace is critical and that begins with your executives at the top. Ask the employee how he or she is feeling or if they need help. Do not imply injuries and pain are fake or exaggerated. Above all, do not broach the topic of lawyers and legal cases.

Step 8: Monitor the actual work of the injured employee on light duty. It is important to make sure the employee is neither under- nor over-performing. Working through pain makes one more prone to re-injury. Not asking for help due to embarrassment often leads injured parties to act outside the restrictions. Take bending for example. If bending is a restriction, doing so can increase pain and lead to tighter restrictions or a no-work status, which can increase the claim costs. Management must watch to ensure the job is being performed properly and safely.

Step 9: Accommodate medical appointments as reasonably as possible. While you must allow your employees to go to their doctor and physical therapy appointments, work schedules may not match the standard workday of a doctor. Consider shifting your employee's hours to accommodate appointments or encourage the injured employee to make their appointments around their scheduled workday.

Step 10: Respond to complaints from the injured worker. If your employee says, "This is work I am not allowed to do," you might want to respond, "Let's go over your most recent restrictions to ensure your safety." The goal is not to create an adversarial relationship between the employee and employer.

Step 11: Decide how to pay the employee on light duty. To have the best financial outcome for your claim, the goal is to offer work that allows the employee to earn 80% of what was being earned pre-injury. Once you update the insurance adjuster on the RTW plan, the adjuster can assist in these calculations.

Step 12: Report earnings to your workers compensation carrier. There are circumstances under which the employee will be entitled to compensation from the insurance carrier. You are obligated to ensure the adjuster has the weekly earnings to ensure benefits are correctly and properly administered.

Fatality File 24 Foot Fall from Roof

A 39-year-old male employee was fatally injured when he fell approximately 24 feet to the sidewalk below. On the day of the incident the victim, an Iron Worker, was installing metal roof panels on a pre-fabricated metal building.

The victim was working west to east on the northeast corner of the roof installing screws through the roof panels and into the purlins. He took a step backwards and fell off the northeast corner of the roof.

During the investigation it was determined employees **were** trained to wear harnesses and be tied-off 100% of the time when working at 15 feet and above. But there were **no anchor points** for a safety line on which to connect a safety harness on the site, nor was there any other forms of fall prevention, for example rails, nets, etc.

According to the foreman on site, the victim had worn his safety harness early in the day, but in the afternoon left his safety harness in his truck.

Investigators cited the company for not protecting workers from fall hazards using guardrail systems, safety net systems, personal fall arrest systems, positioning device systems or fall restraint systems.



Picture This All the Things!

Ingenuity at its finest or accident waiting to happen? The walking space on the plank is limited and awkward which makes any movement dangerous. Reach back for the hammer, lose balance, slam into the stair guardrails on the way to concrete floor below.

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Be A Better Supervisor - Plan, Provide, and Train

The Risks

Hundreds of workers die from falls every year. Working from heights while on a ladder, roof work – leading edge, skylights and other roof openings and holes, working from scaffolding, and bridge work are just a few of the fall hazards workers face.

Be A Better Supervisor

You can prevent such deaths by planning to get the job done safely, providing the right fall protection equipment, and training all workers when and how to use the equipment safely.

Here are some basic ideas for developing fall protection strategies.

“PLAN” ahead to get the job done safely — develop a plan and ensure the proper equipment, material and appropriately trained workers are available.

In roofing work for example it's important to know the pitch of the roof and follow the appropriate standard based on the slope. You need to know this before work is started so you have time to plan the best way to protect workers.

Remember, when it comes to protecting against hazards follow the hierarchy of controls. Eliminate the hazard if possible, if not use these methods of protection.

“PROVIDE” the right equipment and set workers up for safety — provide fall protection and the right equipment for the job, including the right kinds of ladders, scaffolds, and safety gear. Then provide for safe setup up of the equipment.

Here's an example for setting up a personal fall arrest system.

The length of the lifeline or lanyard, the position of the anchor, and the distance to the lower level are all important. Select equipment that permits workers to operate efficiently while limiting the distance they could fall. This means you must properly calculate the fall clearance distance to ensure a worker will not contact the lower level in the event of a fall. You will also need to evaluate the potential for a pendulum or swing effect, which could swing a fallen worker into a nearby object. Swing-fall hazards can cause serious injuries, but they can be minimized by installing the anchorage point above the work area (i.e., up the roof slope from the worker) and setting up a maximum work range from the anchor point according to the manufacturer's instructions.

“TRAIN” workers to use the equipment safely — train workers in hazard recognition and in the care and safe use of ladders, scaffolds, fall protection systems, and other equipment they will be using on the job.

Start by implementing safe work practices to reduce the possibility of falls. Then follow up training by supervising workers to ensure fall protection equipment is being used and maintained correctly. Finally, lead by example. Employers, project managers, and supervisors should follow the rules they are responsible for enforcing.



Fatality File

Employee Crushed Inside Mixer

A 46-year-old male employee was fatally injured when he was crushed by the upper ram of a rubber mixer. At the time of the incident the victim was working with a lab technician to ensure the proper ingredients were in place for a batch of a specific type of rubber.

Once the ingredients were placed on the feed conveyor; the conveyor was moved into position at the front of the mixer door. The conveyor fed the ingredients into the mixer and two rotors at the bottom of the mixer combined the ingredients. This batch was believed to be ruined due to overheating therefore the hopper had to be cleaned out by hand.

Once the hopper returned inside the mixer, the victim placed his head and both arms inside the front door of the mixer to clean out the bad batch. The ram began to move downward, and the downward motion of the ram pinned the victim inside the mixer door, crushing him.



The investigation revealed the victim did not lock-out the mixer before entering to clean it out; the pin used to keep the ram from falling was not inserted under the ram; and the ram switch at the main control panel was defective.

Investigators also found that energy control procedures were not developed, documented, or used when employees were engaged in activities such as cleaning and clearing out the machine.

Which means there was not a procedure in place requiring employees to apply a lock in the end of the blocking pin so there was nothing to prevent the ram from coming down.

Lastly, the investigation revealed that authorized employees had not received training in the recognition of hazardous energy sources, the type and magnitude of the energy present, or the methods and means needed for energy isolation and control.

Picture This

This'll Just Take a Second

“Brian must be done clearing out the compactor, so I'll just go ahead and turn it back on...”



Meanwhile, back at the compactor Brian still appears to be very much **into** his work.



Please don't be like Brian. Never trust your safety to someone else – which is exactly what you're doing if you leave your personal lock compromised. Lock and tag your lock and keep the key with you. Never share your lock and key with anyone. Never assume that “this'll just take a second” is a safety defense. A second is all it takes to flip the switch and start the machine in motion.

Source: <https://imgur.com/mZaKUxV> / https://www.reddit.com/r/OSHA/comments/6jv3pt/no_need_to_lock_out_thisll_just_take_a_second/

Be A Better Supervisor - Nine Things You Must Do to Meet CSA Z460 and ANSI/ASSE Z244.1 Lockout Requirements

The Risks

Safety devices like barrier guards that are designed to keep workers away from operating machinery don't do much good when machines are shut down for maintenance and repairs. The danger is that the machinery will start up while being serviced and crush, electrocute, burn and/or amputate the limbs of workers performing the servicing operations. These incidents are typically caused by the inadvertent and unforeseen release of energy left in the system.

Be a Better Supervisor

Given what's at stake, many employers build their LOTO programs around the more rigorous standards created by non-governmental safety organizations. In Canada, CSA Z460-13 "Control of Hazardous Energy - Lockout and Other Methods" is the gold standard for LOTO. In the U.S. ANSI/ASSE Z244.1-16 exists to provide a reliable standard practice that, if followed correctly, can assure safety from hazardous energy in machinery.

Here are the nine things you must do to comply with CSA Z460 and ANSI/ASSE Z244.1.

Step 1: Do a Hazard Assessment

Do a thorough hazard assessment that identifies each task to be completed in servicing the machine.

The risks associated with the task; all potential sources of hazardous energy—electrical, mechanical, gravity, chemical, thermal, pneumatic, hydraulic and radiation; the likelihood of the hazard's occurrence; and the potential consequences if it were to occur.

Step 2: Create a LOTO Policy

Establish a general LOTO policy explaining the purpose and objectives of the program; identify the kinds of servicing operations where LOTO is required; list the basic LOTO procedures; address special LOTO situations, e.g., group lockouts and coordination with contractors; describe LOTO training and education to be provided to authorized and affected persons; and provide for regular auditing of the LOTO program and personnel; and documentation of the LOTO program.

Step 3: Create Machine-Specific LOTO Procedures

While OHS requirements typically allow for a general LOTO procedures, CSA/ANSI requires a specific procedure for each machine that identifies the machine to be serviced and the sources of hazardous energy. In either case, the LOTO procedure should describe (and, where necessary, include photos and visuals) each of the 6 phases of the process.

Step 4: Ensure All LOTO Devices Meet Required Standards

As part of the general LOTO policy and machine-specific procedures, specify all lockout devices (including tags used with lockout devices) must be uniquely identified; be the only devices used for controlling hazardous energy; not be used for any other purpose; be capable of withstanding the environment to which they're exposed; be substantial enough to prevent removal of the energy-isolating device without excessive force, unusual measures or destructive techniques; and be standardized within the facility in at least one of the following criteria: color, shape, size, or specific markings.

Step 5: Ensure All LOTO Tags Meet Required Standards

An information tag must be used with each lockout device unless the device already has the required information attached. The informational tag must list the identity of the worker applying device; warn of hazardous conditions (as should the locks); and may include the date and reason for the lockout.

Step 6: Ensure All Authorized Persons Receive Proper Training

Authorized persons must receive proper training before carrying out their LOTO duties. Training can't be generic but must be specific to the company's LOTO program. Training must be documented in records listing the trainee's name, training date and topics.

Step 7: Ensure All Affected Persons Receive Required Training

Affected persons' training must be specific to the hazards to which the affected person is exposed; notify the trainee of the hazards posed to both affected and authorized persons; be carried out before the affected person enters the work area; be documented in records listing the trainee's name, training date and topics; and be refreshed at least once every 3 years or immediately after changes in job tasks, technology/equipment or other conditions or situations the previous training didn't address.

Step 8: Do Annual Audits

Complete an annual inspection of all LOTO procedures to ensure they're still effective and suitable to the equipment, energy sources and servicing procedures being used. Conduct annual audits to ensure workers are following the LOTO program. (Visit SafeSupervisor.com for a Checklist you can use to carry out your LOTO procedures and training audit.)

Step 9: Coordinate LOTO Measures with Outside Contractors

Finally, it's highly advisable to address situations where outside contractor personnel perform or are affected by LOTO activities within your facility.

Workplan - Creating Energy Control Procedures

Step 1: Identify Where Energy Control Procedures Are Needed

Energy control procedures (ECP) are required for any operation where unexpected energization, start up or release of stored energy could harm workers during servicing or maintenance of machines and equipment. For example, non-repetitive/non-routine maintenance or servicing; removal of guards or disabling of safety devices, when workers must place body parts into danger zones; clearing a jammed or blocked machine; rebuilding or setting up equipment.

Step 2: Pick the Controls

ECP must indicate the energy control method used. Lockout - applying a locking device to the equipment's energy isolating device - safest method - it is a physical barrier to prevent start-up. Tagout - can only be used when the equipment being serviced isn't capable of being locked out; and you can demonstrate tagout provides the same level of safety and protection as lockout. Combination of both methods - best option.

Step 3: Create Energy Control Procedures

Energy control procedures must be specific and list at a minimum, company name and description of equipment the procedure covers; procedure's "intended use" or purpose; and steps for shutting down, and securing equipment; placement, removal and transfer of LOTO devices and who's responsible for performing them; steps for verifying equipment is locked out; and steps of LOTO sequence to return equipment to service.

Step 4: Authorized and Affected Employees

The individual who performs the actual energy control procedure is called an "authorized employee," - a person who locks out or tags out equipment to perform service or maintenance.

An "affected employee," is one whose job requires them to operate or use the equipment being serviced or maintained; or whose job requires them to work in the area where the servicing or maintenance is performed.

Step 5: List Steps of Energy Control Procedure

The actions listed below must be performed in the following sequence before service and maintenance work can begin.

Step 1 Prepare for shutdown **Step 2** Notify affected workers.
Step 3 Operate all isolating devices (valves or switches) to de-energize the equipment. Check primary and secondary

sources of energy. **Step 4** Attach all LOTO devices to energy isolating devices or group LOTO mechanisms. **Step 5** Release all stored energy (electric charge, pressure, charged springs, etc.). **Step 6** Verify equipment energy isolation has been accomplished.

Step 6: Procedure for Releasing LOTO

An energy isolating device(s) must only be removed by the authorized employee who attached it except under certain conditions. There must also be specific procedures to ensure affected employees are notified and continuity of LOTO through shift changes and for the transfer of LOTO between off-going and oncoming employees.

Step 7: Coordinate ECP's with Contractors

If you rely on an outside contractor or subcontractor to carry out energy control procedures, you and the contractor must notify each other of your lockout/tagout procedures and decide which procedures to use.

Step 8: Use the Right Lockout/Tagout Devices

You must provide locks, chains, wedges, key blocks, adapter pins, self-locking fasteners or other hardware for isolating, securing or blocking machines or equipment from energy sources.

Step 9: Periodically Inspect Energy Control Procedures

An authorized employee must audit energy control procedures at least annually. Audit must include reviews with authorized and affected employees. Document each inspection in writing.

Step 10: Provide LOTO Safety Training

Authorized employees must be trained to recognize hazardous energy sources, the type and magnitude of energy available in the workplace and the necessary methods of energy isolation and control.

Affected employees must be instructed in the purpose and use of the energy control procedure.

All other employees whose work operations are or may be in an area where energy control procedures may be used must be instructed about the procedure and that restarting, or reenergizing locked out or tagged out machines or equipment is prohibited.

Retrain whenever job assignment changes; there are changes in machines, equipment, or processes; energy control procedure changes; and/or you have reason to believe retraining is needed.



For the full Workplan visit SafeSupervisor.com

SUPERVISOR KIT LOCKOUT/TAGOUT

Lockout Hazard Identificaiton & Risk Assessment Worksheet

Benefits: Companies have a duty to protect workers both while using equipment and machinery for their intended purpose and when repairing and maintaining that equipment. The primary way of fulfilling that duty is through what's called "lockout," which is when a equipment has been turned off and rendered inoperable with the use of a lock. In order to ensure that all the hazards of a piece of equipment or machinery are identified, it's necessary to do a hazard identification and risk assessment. The easiest way to do this is by using the Lockout Hazard Identification & Risk Assessment Worksheet, which lists the various types of energy involved with equipment or machinery.

How To Use This Tool:

1. Identify the equipment or machinery and its location. Use the best description possible so that no one will make a mistake later about which piece of equipment or machinery the hazard assessment is for.
2. Review the list of hazard types in Column A and identify those that will apply to the equipment / machine being assessed.
3. In Column C, list the tasks that will be done on this equipment/machinery.
4. In Column D, list the specific hazards that will affect each task. (Column B provides some typical examples that might apply).
5. In Column E, list the method of isolating the energy that will be most effective for each hazard identified. Examples include blocking, closing valves, undoing linkage, bleeding hydraulics, etc.
6. If de-energization or lockout is not possible, write "alternative procedures" in this column. This will require written procedures that provide equal or better protection to workers.
7. In Column F clearly identify where the lockout point will be for this isolation source. If there is a number or other method of identification use it. Provide a drawing if possible.

Equipment Identifier & Location:		Assessment Done By:	
Description of Equipment or Machinery:		Date:	

A	B	C	D	E	F
Types of Hazard	Examples	Task to be performed that may be affected by any hazard in Column A	Specific hazards for this task	De-energization method	Energy control device & lockout point
Stored Energy	Bins, chutes, elevated equipment, pressurized vessels/ pipes, volumes of liquid, stacked materials, springs under pressure				
Mechanical Energy	Hydraulic, air valving or operation, tools, equipment, machinery				
Energy Inadequate or Stopped	Failure of part or linkage, external influence, fuel sources, spills, lack of ventilation, blocked exits, lighting				
Kinetic Energy	Struck by, struck against, pinch points, falling - same level, falling to lower level, high angle work, animal attack				
Chemical Energy	Corrosion, oxidation, asphyxiation, poisoning, explosion, infection, drowning				
Thermal Energy	Fire, ultra-violet & infrared radiation, steam, hot materials, cold, freezing				
Electrical Energy	Power lines, step potential, static, grounding, lightning,				
Nuclear Energy	Radioactive isotopes, microwave sources, X-ray, laser light				
Other					

Instructions:

- Complete this work sheet with the qualified workers for each piece of equipment or machinery that must be operated or maintained where inadvertent startup or energy release could injure workers.
- Consider which hazards in column (A) might apply; specify the task(s) in column (C) that would put workers at risk.
- List the specific hazards for those tasks requiring lockout.
- List the de-energization method, such as close valve, throw electrical switch, blank, blind, etc.
- List the energy control device identifier and location, such as switch # 256)
- Use this information to develop a specific lockout procedure for the piece of equipment or machinery

Workplan - 8 Components of a Fall Protection Plan

A well-developed and implemented fall protection plan for working at heights will keep workers safe. Here are eight components of a well-developed fall protection plan.

Step 1: Perform a Hazard Assessment

The first step in creating a fall protection plan is to identify all fall hazards in the work area. Hazards include falls from ladders, a roof, scaffold, stairs, structural steel and falls through a floor or roof opening or roof surface not strong enough to support the weight of a worker.

Step 2: Determine How/Where Fall Protection will be Used and Type of Equipment Needed

Fall protection applications, or how and where protection will be used, include fall arrest, fall restraint, work positioning, and confined space or confined space rescue/general rescue.

Choices for types of equipment include a full body harness and lanyard, self-retracting lanyards, horizontal lifelines, guardrails, and anchorage points. Anchorage points can be built into a structure or may need to be created or attached to a structure. This can be done using a variety of roof anchors, trolley anchors, sliding anchors and anchors and guardrails designed specifically for use with trench boxes.

Step 3: Establish Procedures for Assembly, Maintenance, Inspection, and Disassembly

Follow manufacturer instructions and recommended procedures for assembly and disassembly of fall protection equipment. Have this process written in your fall protection plan along with a process for tagging, removal, and disposal or repair of damaged equipment.

 Check out the full Inspection Form, Fall Protection Equipment Safety Harness Inspection Checklist/Log on page 10 or visit SafeSupervisor.com

Step 4: Rescue Plan

A plan for the rescue and recovery of fallen workers must be included in a fall protection plan. Employers are responsible to provide for prompt rescue of employees or self-rescue (if able) in the event of a fall. If employees are not rescued in a timely manner, they can experience serious injuries related to suspension trauma.

Step 5: Use and Storage of Equipment

Fall protection equipment can become damaged with rust, corrosion, discoloration, and deformation if it's not

used correctly and cared for and stored properly. It then becomes unsafe to use. Storage will be unique to each jobsite but best practice and fall protection manufacturer guidelines are the same - avoid heat, moisture, and chemicals when storing equipment.

Step 6: Get Specific

Every job and every work site are different, many are constantly changing. It's important to perform a hazard assessment at each jobsite initially and then periodically to identify hazards and make changes to the fall protection plan as needed.

Step 7: Training

Train and educate new and current employees on the proper use of fall protection devices before they use them. All employees must be trained on fall protection plan requirements before going into fall hazard areas. Prior to permitting employees into areas where fall hazards exist, all employees must also be trained regarding fall protection plan requirements.

Step 8: Availability

Review your written fall protection plan before work begins on any jobsite. Pass around a sign-in sheet for employees to sign saying they have been trained in and understand the fall protection plan. Keep documentation of what you covered in the training too. Follow up training with daily pre-job talks, pre-task meetings for particularly complex or dangerous work, and regular safety meetings.



SUPERVISOR KIT FALL PROTECTION

Inspection Form, Fall Protection Equipment Safety Harness Inspection Checklist/Log

Harness Manufacturer:		Manufacture Date:	
Unique Identification Number:		Purchase Date:	

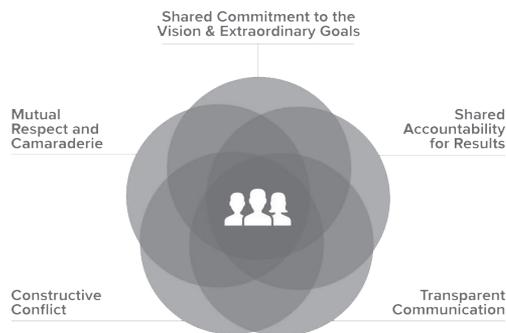
Instructions: This checklist is designed to assist with inspection of the body harness and its attachments for wear, defects or damage. Inspection of fall protection equipment is a regulated requirement to be done before each use as well as once a year. Failure of the inspection process or loss of faith in any component indicates the entire unit must be removed from service. "Loss of faith" can be for a multitude of reasons, such as a fall, contact with a bad substance, or other obvious damage (i.e. dropped off roof, run over by a truck, stains) to age. If there are reasons not listed on the inspection form, loss of faith would be selected. The completed inspection checklist must be maintained so it is readily available for review. **Note:** This is a sample checklist that may need to be modified to meet site-specific requirements, standards or practice and/or specific manufacturer's instructions for variations of approved fall protection equipment.

WEBBING	YES	NO	N/A	LOSS of FAITH	PASS	FAIL	INITIAL	DETAILS/COMMENTS
UV damage (discoloration), mildew, rotting								
Cuts/frays/abrasion								
Contact with chemicals/solvents								
Contact with grease/oil/paint/marker								
Soiling								
Evidence of heat damage (friction, welding splatter, sparks, burn holes)								
D-RINGS (includes hardware, keepers and back pads)	YES	NO	N/A	LOSS of FAITH	PASS	FAIL	INITIAL	DETAILS/COMMENTS
Damage								
Distortion, grooved, bent								
Sharp edges, cracks								
Burrs								
Corrosion								
Evidence of heat damage (friction, welding splatter, sparks, burn holes)								
BUCKLES & ADJUSTERS	YES	NO	N/A	LOSS of FAITH	PASS	FAIL	INITIAL	DETAILS/COMMENTS
Damage								
Distortion								
Sharp edges, cracks								
Sticky springs								
Bent tongues								
Corrosion								
SNAP HOOKS	YES	NO	N/A	LOSS of FAITH	PASS	FAIL	INITIAL	DETAILS/COMMENTS
Excessive Wear								
Excessive Dirt								
Sharp edges, cracks								
2 Action open								
Locking action								
Corrosion								
STITCHING	YES	NO	N/A	LOSS of FAITH	PASS	FAIL	INITIAL	DETAILS/COMMENTS
Fully stitched								
Backstitch present								
Pulled or cut stitches								



For the full checklist visit SafeSupervisor.com

Focus On: Understanding the Leader's Role in Creating High Performing Teams



"Not finance. Not strategy. Not technology. It is teamwork that remains the ultimate competitive advantage, both because it is so powerful and rare."

This is how Patrick Lencioni began his book, *Five Dysfunctions of a Team*, in 2002. Seventeen years later, this is still a provocative statement worthy of more discussion.

In over four decades of consulting at Vantage Leadership, we have found that high performing teams are indeed rare. Many teams under-perform or are average, at best, and while there is a myriad of reasons for this, the role of the team leader in creating high performing teams is worth exploring.

Vantage's preliminary research conducted across 50 executive teams that have used our High-Performance Team survey suggest that team performance is highly correlated to leader performance, such that when team leaders are more effective, his/her teams are more effective.

The reality of team improvement, however, is generally not that simple: saying that team improvement comes about only because of the leader's performance tempts an error of attribution. It is more likely that improvement comes from an interaction of the two where each leverages the strength of the other.

While both the team and the team leader combine to drive high-performance, the leader's influence on setting the tone for the team's interactions is such that we retain a focus on the leader as the catalyst for improvement.

Out of the five dimensions of High Performing Teams (see model), Mutual Respect and Camaraderie is one of the most critical factors contributing to the leader's success, according to our research. Essentially, this dimension asks: does the team leader demonstrate respect and genuineness, and hold people accountable to a high level of collaboration?

Team leaders who score high on Mutual Respect and

Camaraderie typically develop followership by building trust, respect and loyalty. They allow for and promote having tough conversations and challenging debates on business matters, and they say what they intend and act on their word.

These leaders make conflict productive and this positively impacts team behavior and collaboration. They take other's opinions into consideration and weigh what others say carefully.

Perhaps most importantly, they don't exercise positional authority - when a team and its leader are at their best, the leader becomes part of the team and everyone's opinions are given a full hearing.

In our experience, this isn't common as it can be hard for leaders to give up control and see beyond themselves in this way. It may not be surprising, then, that Mutual Respect and Camaraderie is also the most commonly reported developmental area for *team leaders*.

Taking it a step further, our research indicates that engaging in Transparent Communication is the most commonly reported developmental area for *team members*. This could reinforce the assertion that if the team leader does not establish an environment of trust, mutual respect and camaraderie wherein members feel comfortable being candid and open with one another, the entire team is impacted.

What the Best Teams Do

We have found that the best teams are continually being coached - by the leader and by each other. The leader engages the team, inspires it to action and holds it accountable to evolve, learn and grow. Scoring high on Mutual Respect and Camaraderie allows for this coaching to occur in a safe environment.

In "[Senior Leadership Teams: What it Takes to Make them Great](#)" (2008), Wageman et al. studied 120 executive teams and found that every CEO in a sample had a strong external focus, attending to matters in the broader environment. However, the leaders of *outstanding teams* had an equally strong internal focus on how the team coaches and develops itself.

In sum, one of the most critical elements of building a high performing team is the interaction between the leader and team members such that the leader becomes a facilitator for team development and not the sole driver of the team working together at a higher level.

Source: Jacqueline Ackerman - Professional Training & Coaching

Tips to Prepare Your Organization for An Older Workforce

People are living and working longer today than in the agricultural and industrial ages. The growth in the number and percentage of individuals over 60 and 80 years of age is already having a global impact.

Risk professionals can prepare their organizations for the coming changes and opportunities of an older workforce with the following strategies:

- 1. Customize a workplace safety program.**

Organizations can utilize various levels and different methods of training to improve safety awareness.

- 2. Update the education and onboarding process.**

An important consideration is how different generations of employees learn, so specific training methods tailored to each generational group can be offered.

- 3. Review training styles.**

In addition to receiving ongoing training, older employees may feel more engaged if they are asked to teach newer or less experienced employees.

- 4. Know a role's physical demands.**

Employers need to ensure they have a good understanding of the actual physical demands of each job position in addition to the physical limitations of individual employees.

- 5. Consider the intersection of technology, comfort and well-being.**

There are many low- and no-cost ideas that can make the workload more manageable for older employees. Standard workstations can be improved with ergonomics in mind. On-site clinics save time and are geared toward prevention as well as early disease detection.

- 6. Promote an age-diverse business culture by recognizing and appreciating the skills/values of older workers.**

The Organization for Economic Co-operation (OECD) in 2016 found the working proficiency (in both literacy and numeracy) of older employees is actually not significantly lower than their younger peers. In countries like the U.S., the proficiency of older workers is even at the same level as younger employees.

- 7. Improve training against discrimination and negative attitudes to older workers on hiring, termination, compensation, and promotion.**

As risk management professionals, it is important to remind your organizations to review and improve the policy against discrimination and negative attitudes to older employees, in order to mitigate the potential legal risk.

As the global working population continue to grow older, corporations around the world could expect to see more age discrimination litigations to come. Risk managers can play an important role by taking initiatives to help their organizations against discrimination and negative attitudes to older employees.

Source: [Several members of the RIMS International Council](#) contributed to this article.

