Foundations for a safe workplace
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About this guide

“Foundations for a safe workplace” is an Oregon OSHA Standards and Technical Resources publication.

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Laying the foundation for a safe workplace

A great safety and health management plan does not have to be complicated or expensive. Most employers want to have a workplace that is safe for workers, but they may struggle with how to build a program from the foundation up. This guidebook offers suggestions and proven elements to help you develop a successful safety and health management plan. You don’t need to have every detail planned before getting started, nor do you need to proceed in a strictly sequential manner. Some of these you may already be doing. The fundamentals of a sound safety and health program are based on the following seven core elements:

- Management leadership
- Worker participation
- Hazard identification and assessment
- Hazard prevention and control
- Education and training
- Program evaluation and improvement
- Communication and coordination for the host employers, contractors, and staffing agencies

Just as you lay the foundation for a building by placing the forms, setting the rebar, and pouring the footings, you lay the foundation for a safe workplace with these seven elements. But they will not happen unless you make them happen. You can manage workplace safety just as you manage any other part of your business, with commitment, perseverance, and support of your most valuable asset: your workers.
Tools for maintaining the foundation

The back of this guide has a resource page with links to valuable materials for building your safety and health program, and the following tear-out materials, which will help you prepare a written safety policy, investigate incidents, and report workplace hazards:

- Sample safety and health policy statement
- How to conduct an incident investigation
- Forms for the following:
  - Reporting a hazard or other safety concern
  - Describing an incident or near miss
  - Investigating an incident
  - Investigating a near miss
  - Reporting an overexertion injury

Management leadership

Workplace safety is a right and responsibility. Your workers have a right to a safe workplace and must be involved in keeping it that way. Making worker safety a core organizational value is one of the most important things you can do for your safety and health program.

Show your commitment by:

- Writing a company policy that emphasizes safety and health as a clear priority and states your expectations for all workers. Include your program's safety and health goals that reinforce your belief that workplace safety is a responsibility that all your workers, supervisors, and managers share.
- Holding managers and supervisory employees accountable for daily administration of the company safety and health policy to ensure all workers follow safe work practices.
- Establishing roles and responsibilities and providing an open, positive environment that encourages communication about safety and health. Demonstrate your commitment to continuous improvement in safety and health by leading with your own actions and communicate that commitment to your workers.
- Giving your workers the authority and allocating the resources they need to carry out their safety responsibilities.
- Budgeting the time and resources to achieve your workplace safety goals.
- Acting on the recommendations from your safety committee or safety meeting group.
- Making sure all of your workers have the appropriate safety and health training they need to do their jobs safely, and continually assess their training needs.
- Acknowledging all workers’ contributions to the safety effort.
- Writing and implementing a disciplinary policy that expresses clear safety expectations for all workers.

Worker participation

You will not have a strong safety program without meaningful worker participation. Your workers operate the equipment, use the tools, and do the tasks that could expose them to hazards, so you want them to be involved in the effort to keep your workplace safe, without any barriers to participate in the program.

Encourage workers to participate by:

- Making sure they have an effective way to report hazards and respond promptly to their concerns.
- Developing a safety committee or holding regular safety meetings.
- Routinely soliciting input for the development and improvement of safety and health policies, safety-training topics, and ways to allocate safety resources.
- Considering the development of company profit-sharing and employee ownership programs.
- Routinely participating in hazard identification, and hazard prevention and control activities.
- Being actively engaged in the health and safety training of co-workers.
- Participating in the evaluation of your safety and health program.

Worker participation in your safety and health program must be valued by top management, and workers must not be retaliated against when they raise safety and health concerns, report injuries or hazards, or exercise their safety and health rights.
Hazard identification and assessment

How do you identify hazards? Consider the possible injuries and illnesses that workers could sustain when performing their work, and then eliminate or control the hazardous condition or behavior before it causes harm. Here are some things you can do to identify and assess hazards:

• **Conduct a baseline survey.** A baseline survey is a thorough evaluation of your entire workplace – including work processes, equipment, and facilities – that identifies safety or health hazards. A complete survey will tell you what the hazards are, where they are, and how severe they could be. Consider having an experienced safety professional survey your workplace with you.

• **Perform regular workplace inspections.** Regular workplace inspections help you determine whether or not you have eliminated or controlled existing safety, health, or ergonomic hazards and can identify new hazards. Quarterly inspections by workers trained in hazard recognition are a good way to get the job done. Be sure to document inspections so you can later verify that hazardous conditions are corrected.

• **Look for new hazards whenever you change equipment, materials, or work processes.** Determine what hazards could result from the changes and how to eliminate or control them. If your business works at multiple sites – construction contracting, for example – you may need to do a hazard assessment at each site.

• **Use safety data sheets to identify chemical hazards.** Your workers must be able to understand and use safety data sheets (SDSs). An SDS has detailed information about a hazardous chemical’s health effects, its physical and chemical characteristics, and safe practices for handling. You must prepare an inventory list of your hazardous chemicals and have a current SDS for each hazardous chemical used at your workplace. If your workers handle hazardous chemicals or chemical products, you will also need to develop a written hazard communication plan that identifies the chemicals and describes how your workers are informed about chemical hazards.

• **Perform a PPE hazard assessment of the workplace.** A personal protective equipment (PPE) hazard assessment is an evaluation of your workplace that helps you determine what hazards your workers are exposed to and what PPE they need to protect themselves.

• **Investigate incidents to determine root causes. Most incidents are preventable.** Each one has root causes – poor supervision, inadequate training, and lax safety policies are some examples. When you eliminate or control the root causes, you can prevent the incident from reoccurring. Develop a procedure that determines who will do the investigation and ensures the investigation will be thorough and accurate.

• **Investigate near misses to determine root causes.** A near miss is a miss or a close call. One way to investigate near misses is to have a no-fault incident reporting system: Workers can fill out a simple incident-report form that describes the near miss and how it happened. Investigate the near miss as if it were an incident and tell your workers what you will do to prevent it from happening again.

• **Characterize the nature of identified hazards, identify interim control measures, and prioritize the hazards to control.** Evaluate each hazard by considering the severity of potential outcomes, the likelihood that an event or exposure will occur, and the number of workers who might be exposed. Use interim control measures to protect workers until permanent solutions can be implemented. Prioritize the hazards so that those presenting the greatest risk are addressed first. Note, however, that employers have an obligation to immediately fix all serious recognized hazards so that workers are not injured.
Hazard prevention and control

The best way to prevent an incident is to eliminate the hazard. If you cannot eliminate the hazard, then you must control it so that it will not do any harm. The best controls also protect workers by minimizing the risk of human error, such as interlocks on guards and fail-safe mechanisms.

When controlling hazards, follow a hierarchy of controls that uses a most effective to least effective approach to protect workers:

- **Elimination and substitution.** Eliminating a hazard eliminates the risk of injury. If it is not feasible to eliminate the hazard – if it is part of a complex production process, for example – you might be able to substitute tools, equipment, or materials that are safer. Sometimes it is possible to eliminate a hazard simply by maintaining equipment on schedule. Don’t forget to ask workers who are exposed to hazards for suggestions about how to eliminate them.

- **Engineering controls.** If a hazard cannot be eliminated or a safer substitute cannot be found, the next best method is to use engineering controls to keep the hazard from reaching the worker. Engineering controls require a physical change to the workplace. This could include methods such as using noise-dampening technology to reduce noise levels, enclosing a chemical process in Plexiglas, using mechanical lifting devices, or using local exhaust ventilation that captures and carries away the contaminants before they can get in the breathing zone of workers.

- **Administrative controls.** If engineering controls cannot be implemented, or cannot be implemented right away, administrative controls should be considered. Administrative controls use policies and procedures to control hazards. Examples include rotating workers to minimize musculoskeletal injuries from repetitive motion tasks and making sure any Oregon OSHA required programs, such as hazard communication or lockout/tagout, are in place.

- **Personal protective equipment.** The least effective control method for protecting workers from a hazard is the use of personal protective equipment (PPE). PPE can minimize exposure to a hazard, but it is only a barrier between the hazard and the user. If PPE fails, the worker risks exposure. Before you purchase PPE, know the specific hazards it protects against and be sure that it fits the user. When you are unsure, ask someone who is familiar with the type of equipment you need – especially when you are selecting chemical-protective clothing or respirators. Always train workers how to wear, use, and maintain their equipment before they use it for the first time.
Other ways to prevent and control hazards:

- **Maintain equipment on schedule.** Preventive maintenance keeps equipment running properly, reduces downtime, and can even eliminate potential hazards. Maintenance logs that show when the work was done, what was done, and the next scheduled maintenance date are a good idea. Performing preventative maintenance is one of many ways in which quality assurance and business continuity planning can also ensure safety.

- **Enforce workplace safety rules.** These include any Oregon OSHA rules that apply to your workplace, as well as your own rules. Document them, ensure that workers understand them, and enforce them.

- **Plan for emergencies and non routine operations.** A well-rehearsed emergency plan can protect people, equipment, and property. You should have well-stocked first-aid kits and a procedure for summoning ambulance or paramedic services.

- **Document how you control hazards.** Keep records that show what you have done to eliminate or control hazards. Identify the hazard, describe what you did to correct it, and record the date it was corrected.

- **Follow up and confirm hazards have been controlled.** To ensure that control measures are and remain effective, track your progress implementing the controls. Ensure that workers inspect and evaluate controls once they are installed, and follow routine preventive maintenance practices.

- **Practice good housekeeping.** Keep passageways, storerooms, and work areas clean and sanitary. Keep electrical cords away from areas where people could trip over them. Keep floors clean and dry. Use drains, false floors, platforms, or mats in wet areas. Keep floors and passageways free from protruding nails, electrical cords, splinters, holes, or loose boards.

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Program evaluation and improvement

Evaluate the effectiveness of your safety and health program at least once a year. Program evaluation gives your program a long-term focus of continuous improvement. Are you achieving your goals? If not, what are the reasons? Were your incident investigations effective? Did the reports identify causes and recommend how to control or eliminate them?

Use the results of your evaluation to correct shortcomings and set new goals. Describe what needs to be done to accomplish each goal, determine who is responsible for accomplishing it, and set a date for achieving it.

Other important evaluation activities include:

- A workplace injury-and-illness analysis
- A comprehensive review of your written safety procedures for equipment
- A comprehensive review of your required programs (such as lockout/tagout and hazard communication, among others)
- Monitor the performance of your program by tracking leading indicators, such as:
  - Level of worker participation in program activities
  - Number of worker safety suggestions
  - Number of hazards, near misses, and first-aid cases reported
  - Amount of time taken to respond to reports
  - Number and frequency of management walkthroughs
  - Number and severity of hazards identified during inspections
  - Percentage of workers who have completed required safety and health training
  - Timely completion of corrective actions after a workplace hazard is identified or an incident occurs
  - Timely completion of planned preventive maintenance activities
  - Worker opinions about program effectiveness obtained from a safety climate or safety opinion survey

Education and training

Your workers need to know their safety responsibilities, what hazards they could be exposed to, and how to eliminate or control their exposures. New worker orientations, emergency drills, refresher training, classroom sessions, and hands-on practice are good ways they can learn. And don’t forget that managers and supervisors need practice, too.

- All workers must receive appropriate safety and health training in a language and literacy level that they understand.
- All workers must follow the Oregon OSHA requirements that apply to their jobs. They must be trained to safely do their jobs before they begin, and retrained whenever there are changes that create new workplace hazards, or when it is necessary to maintain their skills.
- New workers should have orientation training that covers your safety rules and policy, hazards, and procedures for responding to emergencies. If you employ temporary workers from a staffing agency, they also need this training.
- Workers should be trained in hazard identification to get them actively involved in the program, and to further help eliminate hazards before an incident occurs.
- Managers, supervisors, and workers all need to understand the program’s structure, plans, and procedures. This ensures that everyone can fully participate in developing, implementing, and improving the program.
- Supervisors must know the hazards, hazard-control methods, applicable Oregon OSHA rules, and emergency procedures associated with their jobs.
- Managers must understand the importance of leadership in maintaining a safe workplace, the applicable Oregon OSHA rules, and how to comply with them.

You can measure the effectiveness of your safety and health training by delivering training tests, routinely interviewing employees, performing work practice audits, or implementing periodic competency evaluations.
Communication and coordination for host employers, contractors, and staffing agencies

In today's economy, an increasing number of workers are assigned by staffing agencies to work at specific host worksites under the direction and control of the host employer. Examples include seasonal workers, such as delivery drivers and warehouse workers, who may be placed in both short- and long-term assignments. In these situations, it is important for the staffing agency or contractor and the host employer to work together to provide and maintain a safe work environment for all workers.

Definitions

Contractor: An individual or firm that agrees to furnish materials or perform services at a specified price, and controls the details of how the work will be performed and completed.

Host employer: An employer who has general supervisory authority over the worksite, including controlling the means and manner of work performed and having the power to correct safety and health hazards or require others to correct them.

Staffing agency: A firm that provides temporary workers to host employers. A staffing agency hires its own workers and assigns them to support or supplement a client’s workforce in situations involving worker absences, temporary skill shortages, seasonal workloads, and special projects.

Temporary workers: Workers hired and paid by a staffing agency and assigned to work for a host employer, whether or not the job is actually temporary.

Effective communication and coordination among such employers means that, before coming on site, contractors and staffing agencies and their workers are aware of:

• The types of hazards that may be present.
• The procedures or measures they need to use to avoid or control their exposure to these hazards.
• How to contact the host employer to report an injury, illness, or incident or if contractors or staffing agencies have any safety concerns.

It also means that host employers and their workers understand:

• The types of hazards that may arise from the work being done on site by workers employed by contractors or staffing agencies.
• The procedures or measures needed to avoid or control exposure to these hazards.
• How to contact the contractor or staffing agency if the host employer has any safety concerns.
• What to do in an emergency.

Finally, as a host employer, it is important to take an active approach when choosing a contractor or staffing agency. Establishing safety-related specifications and qualifications in contracts and bid documents, and ensuring those requirements are met are good ways to maintain open lines of communication.
Tools for maintaining the foundation

Use the following materials to help you – or inspire you – to prepare a written safety policy, investigate incidents, and report workplace hazards. They are just examples, intended for use within your company, and not to be used for reporting to Oregon OSHA.

• Sample safety and health policy statement
• How to conduct an incident investigation
• Forms for the following:
  › Reporting a hazard or other safety concern
  › Describing an incident or near miss
  › Investigating an incident
  › Investigating a near miss
  › Reporting an overexertion injury
Sample company safety and health policy statement

The safety and health of our workers is this company’s most important business consideration. Workers will not be required to do a job that they consider unsafe. The company will comply with all applicable Oregon OSHA workplace safety and health requirements and maintain occupational safety and health standards that equal or exceed the best practices in the industry.

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

The company pledges to do the following:

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

Managers, supervisors, and all other workers share responsibility for a safe and healthful workplace.

• Management is accountable for preventing workplace injuries and illnesses. Management will consider all worker suggestions for achieving a safer, healthier workplace. Management also will keep informed about workplace safety-and-health hazards and regularly review the company’s safety and health program.
• Supervisors are responsible for supervising and training workers in safe work practices.
• Supervisors must enforce company rules and ensure that workers follow safe practices during their work.
• Workers are expected to participate in safety and health program activities, including immediately reporting hazards, unsafe work practices, and incidents to supervisors or a safety committee representative; wearing required personal protective equipment; and participating in and supporting safety committee activities.

Business owner’s signature: ________________________________ Date: ____________________
How to conduct an incident investigation

1. **Establish an investigation team**: Include workers who have been trained to conduct an effective investigation. A typical team might include:
   - A worker from the work area where the incident occurred
   - A supervisor from a work area not involved in the incident
   - A maintenance supervisor or a worker who understands equipment or processes associated with the incident
   - The safety supervisor
   - A safety committee representative

2. **Gather information**: Record the facts about the incident. Interview witnesses and others involved.

3. **Analyze the facts**: Identify the incident’s causes and contributing factors. Determine how the incident could have been prevented.

4. **Report the findings**: Prepare a written report that describes who was involved, where the incident occurred, when it happened, and what caused it. Recommend, specifically, how to prevent the incident from happening again.

5. **Act on the recommendations**: Have management review the report and determine what will be done to prevent the incident.

6. **Follow up**: Ensure that appropriate corrective action was taken to prevent the incident.

There are some incidents that you have to report to Oregon OSHA. You can find helpful publications and rules that explain the requirements under “Recordkeeping/Reporting” on the A to Z topic page of Oregon OSHA’s website at osha.oregon.gov.

**All employers must report**

Within **eight** hours:
- All work-related fatalities and catastrophes.

Within **24 hours**, a work-related:
- In-patient hospitalization
- Amputation or avulsion
- Loss of an eye

**To report an incident**, call 1-800-922-2689 (toll-free).
Form for reporting a hazard or other safety concern

To the worker: Complete the section below and return to a safety committee representative.

Worker’s name (optional): _______________________________ Date: ________________

Work unit: ___________________________ Work section: ________________

Describe the hazard or your concern (be specific):

___________________________________________________________________________________________
___________________________________________________________________________________________
___________________________________________________________________________________________
___________________________________________________________________________________________
___________________________________________________________________________________________
___________________________________________________________________________________________

Safety committee follow-up

Action taken: _____________________________________________________________________________
___________________________________________________________________________________________
___________________________________________________________________________________________
___________________________________________________________________________________________
___________________________________________________________________________________________
___________________________________________________________________________________________

Follow-up action: _________________________________________________________________________
___________________________________________________________________________________________
___________________________________________________________________________________________
___________________________________________________________________________________________
___________________________________________________________________________________________
___________________________________________________________________________________________

Completion date: __________________________
Form for describing an incident or near-miss

Use this form to describe an incident or near miss, then fill out an investigation report as soon as possible. Note: This form is for use within your company. It is not intended to replace DCBS Form 801: Worker’s and Employer’s Report of Occupational Injury or Disease.

Workers names: ____________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

Time and date of incident/near miss: __________________________________________

Job titles and departments: ___________________________________________________

Supervisor or lead person: ___________________________________________________

Witnesses: __________________________________________________________________

Brief description of the incident or near-miss: ___________________________________
__________________________________________________________________________
__________________________________________________________________________

Body part affected: __________________________________________________________

Did the injured workers see a doctor? □ Yes □ No

If yes, did you file a worker’s portion of a workers’ compensation form? □ Yes □ No

Did the injured workers go home during their work shift? □ Yes □ No

If yes, list the date and time injured workers left their jobs: ______________________

Supervisor’s comments: _____________________________________________________
__________________________________________________________________________

What could have been done to prevent this incident/near miss? ___________________
__________________________________________________________________________

Have the unsafe conditions been corrected? □ Yes □ No

If yes, what has been done? _________________________________________________

If no, what needs to be done? _______________________________________________

Employer or supervisor’s signature: ___________________________ Date: ______________

Additional comments/notes: __________________________________________________
__________________________________________________________________________
Form for investigating an incident

Use this form to investigate workplace incidents. Note: This form is not intended to replace DCBS Form 801: Worker’s and Employer’s Report of Occupational Injury or Disease.

Company: __________________________________________ Report no.: ______________________

Operation: __________________________________________ Investigator: ______________________

Name of incident victim: ____________________________ Victim’s job title: ______________________

How long has victim been with this company? ___________ How long on this job? ________________

(Attach this information for each additional person injured.) Witnesses:

Name: __________________________________________ Name: _________________________________

Name: __________________________________________ Name: _________________________________

Name: __________________________________________ Name: _________________________________

When did the incident occur? Date: _______________ Time: ___________ Shift: ________________

Where did the incident occur? Department: ___________________ Location: ___________________

What happened? (Describe sequence of events and extent of injury. Attach separate page, if necessary.)

________________________________________________________________________________________

________________________________________________________________________________________

________________________________________________________________________________________

Has a similar incident ever occurred? □ Yes □ No If yes, when? ______________________________

________________________________________________________________________________________

________________________________________________________________________________________

What caused the incident?

List all causes and contributing factors.

• ________________________________________________________________________________

• ________________________________________________________________________________

• ________________________________________________________________________________

• ________________________________________________________________________________

• ________________________________________________________________________________

• ________________________________________________________________________________
List each corrective action to be taken. Who will do it and when will it be done?

<table>
<thead>
<tr>
<th>Corrective action</th>
<th>Who will do it?</th>
<th>When will it be done?</th>
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Attach photographs, sketches of the scene, or other relevant information.

Prepared by: ___________________________ Date: ___________________________

Title: ___________________________
Form for investigating an incident (or near-miss)

Use this form to investigate workplace incidents or near-misses. Note: this form is not intended to replace DCBS Form 801: Worker's and Employer's Report of Occupational Injury or Disease.

Worker portion

Worker's name: ________________________________ Worker's work phone: ______________________

Work unit: __________________________________ Work section: ________________________________

Supervisor name: ______________________________ Supervisor work phone: ______________________

Length of service in present position:

☐ Less than 6 months ☐ 6 months to 1 year ☐ 1-2 years
☐ 2-3 years ☐ 3-5 years ☐ More than 5 years

Exact location of incident/near-miss: ______________________________

Incident/near-miss date: ______________________________ Time: ________ ☐ a.m. ☐ p.m.

Witnesses ☐ (check if no witness)

Name: ______________________________ Phone: ______________________________

Name: ______________________________ Phone: ______________________________

Body part affected: (check all that apply)

☐ Neck ☐ Shoulder(s) ☐ Elbow(s) ☐ Wrist(s)/hand(s)
☐ Thigh(s) ☐ Lower leg(s) ☐ Ankle(s)/foot(foot) ☐ Knee
☐ Hip ☐ Upper back ☐ Lower back ☐ Chest/abdomen

☐ Other: __________________________________________________________________________

Task that led to the incident:

☐ Driving ☐ Lifting ☐ Carrying ☐ Pushing/pulling ☐ Keyboarding
☐ Climbing ☐ Reaching ☐ Handling ☐ Bending ☐ Twisting

☐ Other: __________________________________________________________________________

Describe incident/near-miss in detail (use additional sheets, if necessary): ______________________________

____________________________________________________________________________________

____________________________________________________________________________________

Worker’s signature: ______________________________ Date: ______________________________
Supervisor portion

Reported to: ____________________________________________ Time: _________  a.m.  p.m.

Supervisor’s description of incident (what happened and why): ____________________________________________________________

___________________________________________________________________________________________

Corrective action: ______________________________________________________________________________

___________________________________________________________________________________________

Worker’s signature: ___________________________________ Date: _____________________
Form for reporting an overexertion injury

Use this form to record and track symptoms of overexertion injuries.

Worker’s name: ___________________________________ Date: ________________________________

Worker’s job title: ________________________________ Supervisor: ____________________________

Division: __________________ Section: __________________ Unit: _____________________________

Length of service in present position:

☐ Less than 6 months ☐ 6 months to 1 year ☐ 1-2 years

☐ 2-3 years ☐ 3-5 years ☐ More than 5 years

Location of task: _______________________________________________________________________
                                                                                         _______________________________________________________________________
                                                                                         _______________________________________________________________________

Check activities that led to symptom:

☐ Driving ☐ Lifting ☐ Carrying ☐ Pushing/pulling ☐ Keyboarding

☐ Climbing ☐ Reaching ☐ Handling ☐ Bending ☐ Twisting

☐ Other: ______________________________________________________________________________

Tasks causing symptom:

_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

Total time spent at task in one work day:

☐ Less than 2 hours ☐ 2-4 hours ☐ 4-6 hours ☐ 6-8 hours ☐ 8-10 hours

Continuous time spent at task without rest:

☐ Less than 1 hour ☐ 1-2 hours ☐ 2-3 hours ☐ More than 3 hours
Oregon OSHA Services

Oregon OSHA offers a wide variety of safety and health services to employers and employees:

**Enforcement**

- **503-378-3272; 800-922-2689; enforce.web@oregon.gov**
  - Offers pre-job conferences for mobile employers in industries such as logging and construction.
  - Inspects places of employment for occupational safety and health hazards and investigates workplace complaints and accidents.
  - Provides abatement assistance to employers who have received citations and provides compliance and technical assistance by phone.

**Appeals**

- **503-947-7426; 800-922-2689; admin.web@oregon.gov**
  - Provides the opportunity for employers to hold informal meetings with Oregon OSHA on concerns about workplace safety and health.
  - Discusses Oregon OSHA’s requirements and clarifies workplace safety or health violations.
  - Discusses abatement dates and negotiates settlement agreements to resolve disputed citations.

**Consultative Services**

- **503-378-3272; 800-922-2689; consult.web@oregon.gov**
  - Offers no-cost, on-site safety and health assistance to help Oregon employers recognize and correct workplace safety and health problems.
  - Provides consultations in the areas of safety, industrial hygiene, ergonomics, occupational safety and health programs, assistance to new businesses, the Safety and Health Achievement Recognition Program (SHARP), and the Voluntary Protection Program (VPP).

**Conferences**

- **503-378-3272; 888-292-5247, Option 1; oregon.conferences@oregon.gov**
  - Co-hosts conferences throughout Oregon that enable employees and employers to learn and share ideas with local and nationally recognized safety and health professionals.

**Public Education**

- **503-947-7443; 888-292-5247, Option 2; ed.web@oregon.gov**
  - Provides workshops and materials covering management of basic safety and health programs, safety committees, accident investigation, technical topics, and job safety analysis.

**Standards and Technical Resources**

- **503-378-3272; 800-922-2689; tech.web@oregon.gov**
  - Develops, interprets, and gives technical advice on Oregon OSHA’s safety and health rules.
  - Publishes safe-practices guides, pamphlets, and other materials for employers and employees.
  - Manages the Oregon OSHA Resource Center, which offers safety videos, books, periodicals, and research assistance for employers and employees.