

Health and Safety

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RESOURCE



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On the cover: The GOSH Conference Exhibit Hall features companies and organizations that focus on safety and health in the workplace.

RESOURCE

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A reminder of why we do what we do

By Michael Wood



In my comments opening last month's GOSH conference, I told the attendees a story that began with a 19-year-old worker making his way into the woods in 1948 as an axe man on a survey crew for Long Bell Logging Company in southwest Washington.

I noted that a story such as this, when told at a safety and health conference, often leads to tragedy – to a serious disability or a death on the job. Such risks remain real in the timber industry in 2015; they certainly were very real in the 1940s, 1950s, and 1960s. But that worker did not die in the woods.

He spent his career working his way through a number of different jobs in the forest products industry, but he always described himself simply as “a logger.” He was, in fact, happy to explain the difference between “a logger” and “a forester,” which often involved a discussion of the limitations of a college education and the mistakes that could be made by “smart-a## college kids” (even as he strongly encouraged his children to get as much education as they could). He raised four children, the first born

while he was still on the Long Bell crew and the last when he returned from working overseas in the late 1960s.

In the days before that young logger of the '40s – Davis Wood, my father – passed away several weeks ago, he had the chance to spend time not only with those four children, but also with six grandchildren and three great grandchildren, as well as a range of friends and loved ones of all ages. He was able to leave behind a family that he loved and that he had equipped to care for themselves and for one another.

I noted in my GOSH comments that the story could easily have been very different. He could have been killed in the woods before his first two children were in school, and he certainly could have been killed before the births of his third and fourth children. We grieve for him, and his loss, even at 86, is difficult for his family to bear. Our family's story is not unique, of course. The loss of a parent is an experience most of us have either shared or will share at some point. But at least we can look at his life as having been a full and well-lived life. A complete life.

Had my father been taken from us by a workplace accident, my family would not have had that comfort. As I have said before, any death in the workplace is a tragedy. It is a life cut short. It is a loss of dreams, of the future, and of a life of love and sharing. Whether those grieving such a death are family or are friends, they know that it was not, in fact “time.” It came too early.

I would offer this reminder to all those who strive to address hazards that can cause injury, illness, and death in the workplace: As much as I feel the loss of my father, I know that the pain and tragedy is multiplied many times for those who lose a loved one in the workplace. And that is why we do what we do. ■



Safety connection

An expert shares strategies for successful communication

By Melanie Mesaros

In front of a classroom of 90 people at the Oregon Governor's Occupational Safety & Health Conference in March, Dan Miller gestures as he moves around the room, prompting participants to share how they felt after a listening exercise. Some attendees key in on body language, while others say their approach changes when they knew they weren't being heard.

"The first place one must focus on is the art of listening," said Miller, a consultant who specializes in leadership strategies. Miller is also a former safety director and human resources manager with more than 45 years of experience.

He said most of listening is reactive, which can lead you into a defensive and argumentative posture, especially when someone is presenting you with criticism. When these relationships break down, information is withheld and drama between individuals can escalate.

"You often hear, 'the safety committee isn't doing anything – they're lazy, rude, or ineffective,'" he said.

Above: Dan Miller, who specializes in leadership strategies, said listening and asking questions can help you deal with conflict.

Safety connection

But, as he points out, that kind of feedback does not help safety managers or safety committees address what is really wrong.

"You have to get into the specifics about their situation," he said. "First, take big, deep breaths so you don't get into a reactive state. Then, ask for specifics about their situation. (What was said or done? What did you hear or see?) If you ask for specifics and they are still too upset to give them, start guessing."

Miller said once you are able to key in on specifics, it's important to repeat back to the person what you heard and acknowledge their perception. You may find that you own part of the problem, too.

"One of the pitfalls can be trying to go solve the issue before getting the specifics," Miller said. "Many times, people present a surface problem, but there's really more underneath."

He said this model can often help safety leaders get at what's really going on in the culture.

"A key factor to safety success is the ability to involve, engage, and participate," he said. "Often, a company's problem is about inclusion. People want to contribute. Organizations that create systems where people have opportunities to get involved improve safety performance."



Miller said successful safety cultures cannot exist without employee involvement.



GOSH Conference attendees practice techniques for listening and asking questions during Miller's session.

Safety connection

Miller believes part of inviting participation begins with training and education.

“Effective safety committee members need people-skills training,” he said. “By giving them the communication skills and knowledge they need, you also give them the tools to be successful.”

Miller said it is just as important to practice what he calls “full loop communication” – that is, following up on the items employees bring forward.

“Get back to people,” he said. “If you don’t give people full loop communication, you aren’t going to get much participation or engagement.” ■

Dan Miller’s six-step model to responding to criticism

1. Acknowledge facts and feelings
2. Ask for specifics
(What did you see or hear?)
3. Guess for specifics (if the person isn’t able to provide them)
4. Summarize what you heard
(focus on the issue, not the person)
5. Acknowledge the other person’s perception, but you don’t need to agree
6. Own your part of the situation



“People want to contribute. Organizations that create systems where people have opportunities to get involved improve safety performance.”

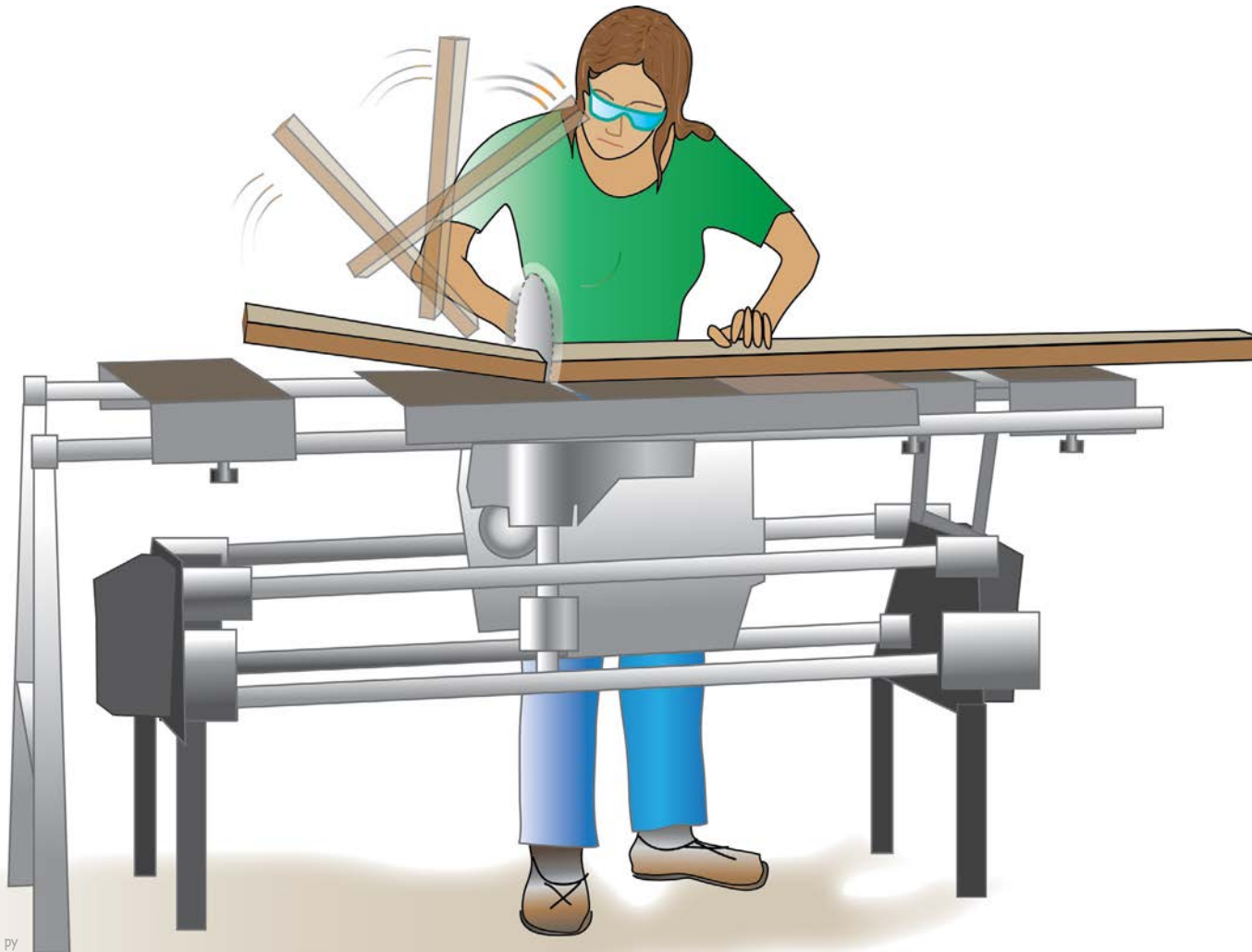
— Dan Miller

Accident Report

Incident | Struck by a piece of wood

Industry | General Industry

Employee | Exhibit builder



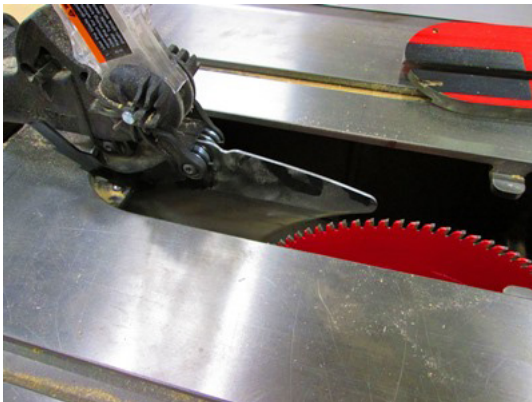
A 24-year-old exhibit builder was assigned the task of cutting a piece of wood with a 10-inch, three-horsepower table saw. Her supervisor reviewed the cutting procedures and how to set up the table saw with her before she began cutting the wood.

The supervisor watched as she began operating the saw without a blade hood guard, a splitter, or anti-kickback guard. Both employees knew that these guards were available in the shop. However, they had not been installed on the saw for four months and no one knew who removed them or why they were removed.

As she continued cutting, a piece of waste wood on the outside of the blade kicked back and struck her in the face, fracturing her jaw and cheekbone.

She was hospitalized for six days. However, her employer did not report the accident to Oregon OSHA until 15 days after she was hospitalized.

SAFETY NOTES



Applicable standards

1910.213(c)(1): Circular handfed rip saws were not guarded by an automatically adjusting hood, which completely enclosed the portion of the saw above the table and above the material being cut.

1910.213(c)(2): Handfed circular rip saws were not furnished with a spreader to prevent material from squeezing the saw or being thrown back on the operator.

1910.213(c)(3): Handfed rip saws did not have non-kickback fingers or dogs so located as to oppose the thrust or tendency of the saw to pick up the material or to throw it back toward the operator.

437-001-0700(21)(c): The employer did not report overnight hospitalization to the nearest Oregon OSHA field office within 24 hours after occurrence or employer knowledge.

Photos: The missing splitter was installed after the accident and a warning says, "Use blade guard and spreader for every operation..."

WEDNESDAY

MAY 13, 2015

12TH ANNUAL

SIGN UP ONLINE:

www.orosha.org/subjects/safetybreak.html

- Celebrate safety and health
- Involve employees
- Win a pizza luncheon

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Department of Commerce
and Business Services



GOSH 2015 attracts 1,700 attendees

The 2015 Oregon Governor's Occupational Safety and Health (GOSH) Conference in Portland attracted 1,700 attendees, while showcasing national speakers. The March 9-12 event – the largest of its kind in the Northwest – featured 160 workshops and sessions, an awards luncheon, and safety and health exhibits from more than 140 organizations.

Keynote speaker Jim Wiethorn, a forensic engineer at Haag Engineering, kicked off the conference on Tuesday with "Forensics: It's Elementary My Dear Watson." Wiethorn, who has examined more than 800 crane accidents during his career, spoke about how to effectively conduct an accident investigation.

"Evidence tells a story," he said. "Examine the details, follow the falling dominoes, and you will have the answer."



Michael Wood, Oregon OSHA administrator, announced Oregon had 31 workplace fatalities in 2014.



Bill Kness, president of the American Society of Safety Engineers, Columbia Willamette Chapter, and 2015 GOSH Conference chair.

Keynote speaker Jim Wiethorn shared insights on how to effectively conduct an accident investigation.



Close to 100 students and their teachers from six Oregon high schools took part in the GOSH Student Day on March 10. Eric Giguere, who survived a 2002 trench collapse in New York, spoke to students about his near-death experience and the impact it had on his family, co-workers, and friends.

Students who attended also explored the exhibit hall, took part in a group activity on young worker safety, and participated in a competition to identify and control workplace hazards.

Oregon OSHA partners with the Columbia-Willamette Chapter of the American Society of Safety Engineers to sponsor the Oregon GOSH conference. The GOSH 2017 event is slated for March 6-9.



Students explored the exhibit hall.



Eric Giguere, a trench collapse survivor, told students how the event affected his relationships with his wife, family, and friends.

Businesses and individuals honored for safety and health excellence



Fifteen leaders in safety and health received awards during a GOSH ceremony on March 11. A panel of industry professionals judges the awards, which recognize extraordinary contributions to the field of workplace safety and health. Detailed profiles of award winners were featured in a special publication produced by the Portland Business Journal and distributed to the paper's 55,000 readers.



KGW-TV news anchor Stephanie Stricklen served as the master of ceremonies at the awards luncheon.



ASSOCIATION AWARDS



Central Oregon Safety & Health Association



SafeBuild Alliance

EMPLOYER SAFETY PROGRAM



City of Hillsboro



Mt. Hood Meadows Ski Resort



Purdy Brush



R&H Construction

SAFETY COMMITTEE AWARDS



Fortis Construction Inc.



Qorvo, formerly TriQuint

SAFETY AND HEALTH ADVOCATE (TEAM)



Huntair Target Zero Team



TriMet Bus Operators Continuous Improvement Team (BOCITeam)

SAFETY AND HEALTH ADVOCATE (INDIVIDUAL)



Cathy Erickson



Dan "DJ" Johnson



Judy West

SAFETY AND HEALTH PROFESSIONAL



Peter Kimbrel



Corinna Kupelwieser

Drivers compete in Columbia Forklift Challenge



Drivers maneuvered through obstacles, tight turns, and showcased their skill and safety awareness in the biennial Columbia Forklift Challenge at GOSH on Wednesday, March 11. One of the highlights of the course was when drivers finished with the task of rolling a bowling ball off a pallet toward pins approximately 20 feet away. Cash prizes ranged from \$200 to \$500 and were given to both teams and individuals.

Congratulations to the 2015 Columbia Forklift Challenge winners:

Individuals

First: Neil Caylor (Americold)

Second: Andrew Ibbotson (Americold)

Third: Randy Langwell (Americold)

Team prize:

Americold, Lynden, Washington

Columbia Forklift Challenge Sponsors

Boeing

Cascade

Ives Training Group

Norlift of Oregon, Inc.

NorthWest Handling Systems, Inc.

Overton Safety Training, Inc.

Papé Material Handling

Portland Water Bureau

United Pacific Forest Products



The course offered a variety of challenges, such as tight slalom runs, precise loading/unloading using pallets, racking, and other props. All drivers competing were required to have employer-certified training and attended an orientation the morning of the event.

Oregon OSHA partners with the Columbia-Willamette Chapter of the American Society of Safety Engineers to sponsor the Oregon GOSH Conference. The GOSH 2017 event is slated for March 9-12.



2015 GOSH CONFERENCE

OREGON GOVERNOR'S OCCUPATIONAL SAFETY & HEALTH CONFERENCE

► *Thank you!*

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- Hays Companies
- Oregon Utility Notification Center (OUNC)
- SHARP Alliance



The GOSH Conference
is a joint effort
of the American Society
of Safety Engineers (ASSE)
Columbia-Willamette Chapter
and Oregon OSHA.



www.oregongosh.com

Oregon announces 2014 workplace deaths

Thirty-one people covered by the Oregon workers' compensation system died on the job during 2014, according to the Department of Consumer and Business Services (DCBS). It's up slightly from 2013's figure of 30 deaths but continues to be consistent with fatality counts in recent years.

The year 2010 marked the state's all-time low of 17 deaths. That figure was likely tied, in part, to the economic downturn. In 2012, there were 30 deaths and, in 2011, 28 people died on the job.

State and local government saw the largest concentration of deaths in 2014, with five workers killed in that industry. The agriculture sector, which includes logging operations, had four deaths – the same as transportation and warehousing.

"Although Oregon workplaces are safer today than in previous decades, there are still far too many preventable tragedies each year," said Patrick Allen, director of DCBS. "We must continue our commitment to eliminating hazards in the workplace so that all Oregon workers can come home safely at the end of the day."

Workplace fatalities are down significantly compared to previous decades. In the 1990s, there was an average of 55 workplace deaths per year. In the 1980s, the average was 81 deaths. The statewide rate of reported workplace injuries and illnesses has also decreased more than 50 percent since the late 1980s. Oregon started tracking workplace deaths in 1943.

"When we discuss the fatalities each year, it is a sobering reminder our past success can

become, in some measure, a challenge to our future achievements," said Michael Wood, Oregon OSHA administrator. "We have pushed the numbers down over the past decades. But we will not push them still lower unless we can persuade each other – and ourselves – that they can and must continue to go lower."

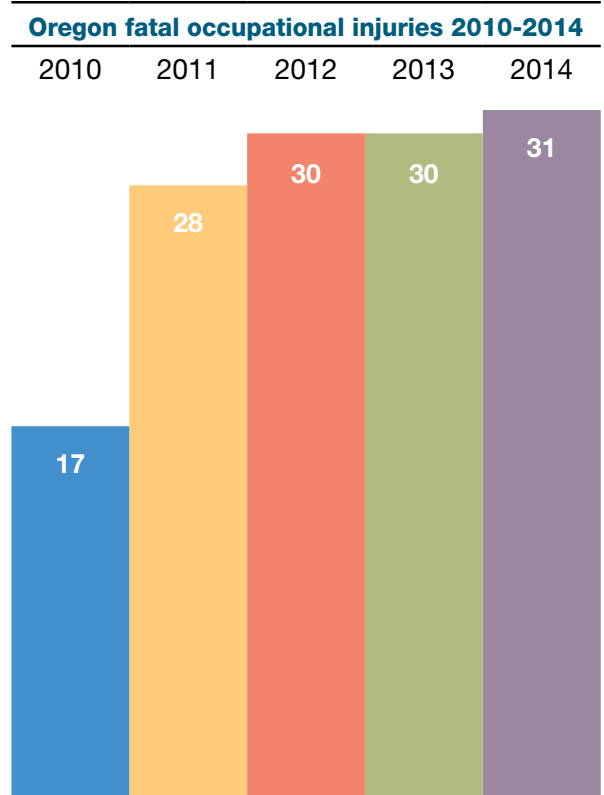
Oregon OSHA offers educational workshops, consultation services, training videos, and website information to help Oregon employers create or improve their safety and health programs.

DCBS compiles fatality statistics from records of death claim benefits paid by Oregon workers' compensation insurers during the calendar year. The data excludes workplace deaths involving self-employed individuals, city of Portland police and fire employees, federal employees, and incidents occurring in Oregon to individuals with out-of-state employers. These workers are either not subject to Oregon workers' compensation coverage requirements or are covered by other compensation systems.

Deaths that occur during a prior calendar year may appear in the compensable fatality count for a later year because of the time required to process a claim. The fatality count for 2013 changed from 29 to 30 due to a change in status discovered after the reference year had closed.

The link to the full DCBS fatality report can be found here:

http://www.cbs.state.or.us/external/imd/rasums/ra_pdf/wc/fatal/annual_rpt_14.pdf



Oregon OSHA cites Woodburn company for willful safety violations

Oregon OSHA has fined Fleetwood Homes Inc. \$75,800 for five violations, including one willful violation. The citation was the result of an Aug. 29, 2014, complaint inspection at the company's Woodburn plant.

The investigation found managers at the mobile home manufacturer were aware of employee exposures to falls but did not provide protection, despite concerns brought forward to managers by employees and by Oregon OSHA. The company manufactures a mobile home model with fall exposures 13 feet from the ground. Roofers had to climb over the guardrails of scaffolding onto the roof of the mobile home with no tie-off points to connect a fall protection harness. Employees brought up the issue three times with management in 2014 before a complaint was made to Oregon OSHA.

"Year after year, falls are one of the major sources of serious injury and death in Oregon," said Oregon OSHA Administrator Michael Wood. "There is no good reason to disregard the need to protect workers from such risks. Yet, this employer consciously ignored fall protection rules that are designed to prevent injuries or deaths."



Photo: John Murphy, Oregon OSHA

Managers at the mobile home manufacturer were aware of employee exposures to falls but did not provide protection.

Oregon OSHA cited the business \$70,000 – the legal maximum – for the willful violation. Even after Oregon OSHA itself brought the issue to management's attention and management acknowledged the need to provide fall protection, work continued without such protection. A willful violation exists when an employer intentionally or knowingly allows a violation to occur.

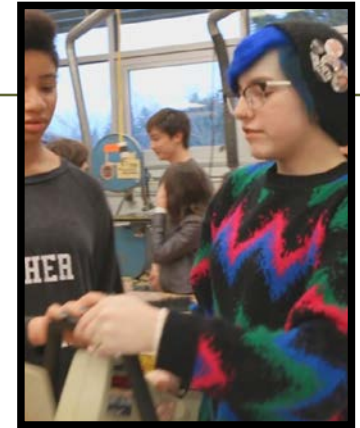
The following serious violations were also found during the inspection:

- Employer allowed employees to stand on the guard rail of scaffolding
- Employer failed to provide an access ladder or other safe access to scaffolding
- Employer failed to provide hard hats in an area where there was an exposure to falling objects
- Employer failed to inspect fall protection

Finalists named in high school safety video contest

High school students across the state created videos that are full of drama, humor, and interesting characters to increase awareness about workplace safety with the message, “Speak up. Work safe.” The Oregon Young Employee Safety Coalition (O[yes]) sponsors the annual video contest to engage teen workers, who are twice as likely to be injured on the job, according to federal studies.

The top 11 finalists are now posted on YouTube for viewing (click on 2015 video submissions):
<https://www.youtube.com/playlist?list=PLM75uPd4sBhw4U8dnwg5OKrKsxo0rvrLa>



O[yes]

Oregon young
employee safety

2015 “Speak up. Work safe.” finalists:

- “Gone Mobile” – South Salem High School
- “Horrible Bosses” – St. Helens High School
- “Lorenzo’s Blog” – South Salem High School
- “Shop Safety of Horror” – Benson Polytechnic High School
- “The Cutting Edge” – Sunset High School
- “Think Safety – It Couldn’t Hurt” – Benson Polytechnic High School
- “This is My Scar” – South Salem High School
- “This is You” – Benson Polytechnic High School
- “Training Day” – St. Helens High School
- “Work Safety for Teens” – La Pine High School
- “Workplace Safety” – South Wasco County High School

The top three entries will take home cash prizes ranging from \$300 to \$500 and will earn a matching amount for their school. O[yes] hosts the contest, which is sponsored by Oregon OSHA, SAIF Corporation, local Oregon chapters of the American Society of Safety Engineers, the Oregon Institute of Occupational Health Sciences at OHSU, Hoffman Construction, Central Oregon Safety & Health Association, the SHARP Alliance, the Construction Safety Summit, Northern Lights Theater, and SafeBuild Alliance.

The contest, open to all high school students in Oregon, also features the tagline “Work shouldn’t cost you your future.” Students were tasked with creating a 90-second video based on the concept of speaking up about hazards at work. The videos were judged on creativity, originality, youth appeal, production quality, and message.

Contest winners will be unveiled at a screening event at Northern Lights Theatre in Salem on May 2.

For contest information, go to
<http://youngemployeesafety.org/contest>.

Portland bakery cited for willful safety violations

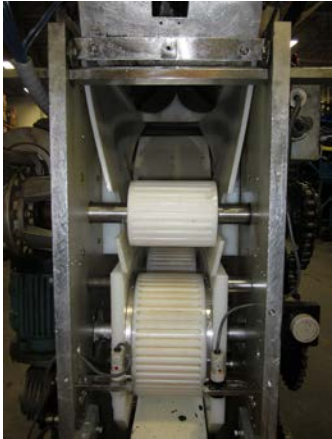


Photo: Susanne Tacoma, Oregon OSHA
Unguarded dough chunker machine.

Oregon OSHA has fined Portland Specialty Baking LLC \$28,125 for a grouped willful violation after a worker's hand was crushed in a dough chunker machine. Although treated as a single violation for penalty purposes, a grouped violation indicates that the employer conduct being cited violates more than one code. The citation was the result of an inspection on Oct. 7, 2014, at the Portland commercial bakery.

The worker was operating a machine that cuts dough into smaller pieces when the accident occurred. When dough became

jammed in the machine, the worker placed a piece of dough over the sensor, lifted the machine guard, and reached into the running machine.

The Oregon OSHA investigation found the bakery had a history of similar injuries. On July 3, 2014, a worker received a serious laceration to his middle finger (and lost a fingernail) when he reached into the bagel dough divider to remove dough trimmings. On July 16, 2014, another employee suffered lacerations and a fractured hand after reaching into the same machine to remove trimmings. In 2008, an employee also suffered a crushed hand when reaching into the dough chunker machine.

"Despite the pattern of injuries, this employer continued to ignore the rules that could prevent them, with what certainly was a careless disregard for worker safety," said Oregon OSHA Administrator Michael Wood. "It might even be described as reckless."

Oregon OSHA cited the bakery for not providing adequate training to workers, many of whom were not native English speakers. Employee interviews revealed workers did not understand how to safely operate the machinery and were bypassing machine guarding. A willful violation exists when an employer intentionally or knowingly allows a violation to occur.

New multimedia ATV training available online



From PPE to carrying loads and towing, Oregon OSHA launched an online ATV training that covers best practices for adult agriculture workers.

The training features videos and animation and was created in partnership with the Oregon Parks and Recreation Department, Oregon State University extension services, and ATV safety experts.

In the past 10 years, four workers in Oregon were killed in ATV accidents and seven workers were hospitalized due to injuries sustained while riding an ATV.

"ATVs have become a necessary tool for many in agriculture and require skill, concentration, and physical strength to operate," said Oregon OSHA Administrator Michael Wood. "That also makes ATVs powerful and dangerous. This training is designed to help workers ride smart and stay safe."

The training also covers safe riding techniques for hills, water, curves, and roads, along with policies that all ATV riders and their supervisors should know and follow. It is available at <http://orosh.org/educate/view/ATVSafety.html>.

Q:

I do maintenance work on an open-sided platform that is five feet above a lower level. I do this work, which takes about one hour, maybe once a month and I am the only person who is authorized to work there. Are guardrails required on the platform?

A:

Guardrails are not required for the work that you do. However, if you do not have a guardrail, you need to be protected from falls using other means.

A platform is an elevated surface used primarily as a walking or working surface where employees walk or work on a “predictable and regular basis,” which [Oregon OSHA Program Directive A-197](#) defines as “at least one instance of exposure every two weeks or a combined total of four hours or more of exposure during any sequential four-week period by one or more persons.”

Guardrails are not required because your maintenance work is not done on a predictable and regular basis. However, because your working surface is more than four feet above the ground, you still must be protected from a possible fall. You will need to use fall protection system such as a personal fall restraint system when you are doing the work. ■



GOING THE DISTANCE

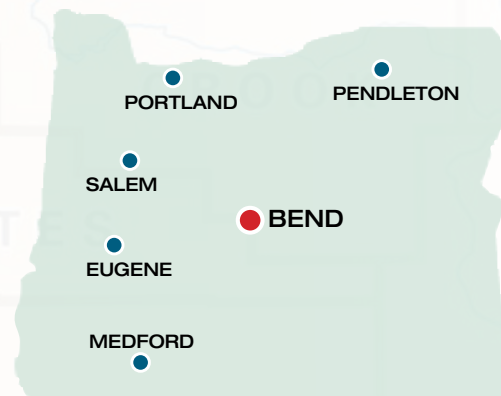
Oregon OSHA consultants work with companies large and small to assist with safety and health improvement. Below they share some stories of how Oregon companies have overcome obstacles to achieve safety success.



Cory Stengel, Bend

Health consultant

In 2009, I worked with Jasen Winters, safety coordinator at Bend Surgery Center, who had a vision and goal to be the first surgery center to join the Safety and Health Achievement Recognition Program (SHARP). He knew it would not be easy. At that time, their DART rate was



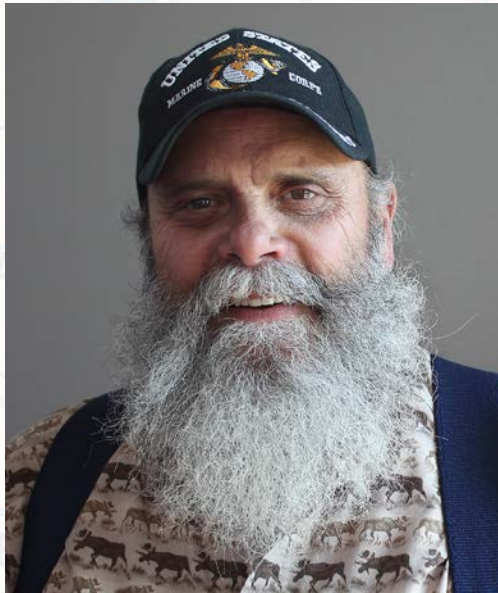
6.9, compared to the industry average of 1.1. The center, which employs over 90 people, consisted of a number of specialists and nursing staff with a primary goal of ensuring patient safety and well-being at a medical facility on the cutting edge. Because their focus was on patient safety, not employee safety, their staff suffered a number of ergonomic injuries and unnecessary needle sticks.

Once Winters received management commitment to pursue SHARP, the company began to work diligently to develop the required programs and procedures to address the most prevalent

issues: strains, sprains, and needle sticks. They saw immediate results with the implementation of these policies, and their DART rate dropped to 1.6. Soon after, caseloads at the surgery center picked up. With the increased workloads, work practices slipped back and the center's DART rate crept up to 4.4, above the state and federal average, making the center not eligible for SHARP. The company was granted a year of conditional status.

Frustration set in and after some soul searching, Winters stepped back and joined the safety committee to refocus efforts on employee involvement and a culture shift. They needed to move from patient safety first to patient safety equaling employee safety. The focus of the safety program changed from, "You need to be safe because we say so" to "Please be safe because we want to send you home in at least as good a condition as when you came to work, if not better." The goal was not about achieving some award or hitting a certain number, it was about accountability to the friends and family members of the employees. Instead of the employees making the safe choice because they were told they had to, staff was making the safe choice for themselves. Once they established that foundation, the surgery center's safety and health program and employee involvement has continually increased. Bend Surgery Center has been in SHARP for four years and is on track to graduate the program in 2016.

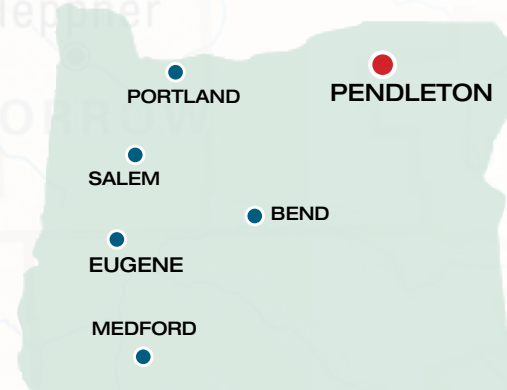
GOING THE DISTANCE



***George Vorhauer,
Pendleton***

Safety consultant

In 2000, I started working with a food processing company in eastern Oregon that had a fatality. From that day forward, the management stated this would not happen again. The tragedy impacted employees and owners at the firm dramatically. While the company wanted workers to be safe and healthful, most of management's efforts around safety were based on food safety.



The company has a large Hispanic workforce and realized that one of the elements essential to an effective safety and health program was adequate training and communication. Employees helped with translations, training was conducted in Spanish, and Oregon OSHA's training section was also used to help fill in the blanks. These efforts greatly helped the employees understand their role in safety and health.

The company also enhanced its safety committee and insured managers had the knowledge to identify and correct hazards. They created two teams – the safety action and safety awareness team (focus on awareness of safety policies). Generally, employers work for years to be at a level where they can perform their own audit.

But this company was determined to be in the SHARP program and was strongly committed to being self-sufficient.

While there were challenges during the process (the firm had two significant injury events), the company and staff always found a way to identify and correct the areas in their safety and health program that needed improvement, even if it meant the dismissal of staff. As the process moved forward, they began to get more involvement from the employees. The employees began to recognize safety and health was their responsibility, too. With the company's graduation from the SHARP program in 2014, they did not stop working to be the best food processing facility in the state. The growth in the management and safety team has been exciting to watch.

GOING THE DISTANCE



Mark Hurliman,
Medford

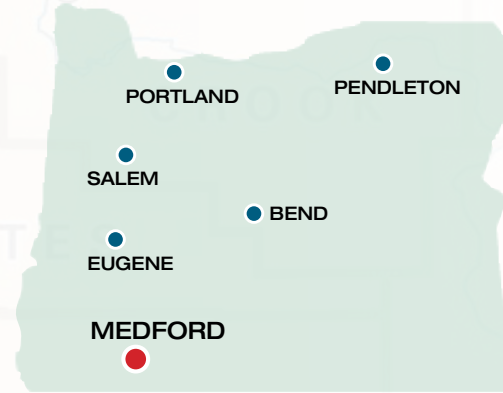
SHARP and VPP program manager

The biggest and most lasting culture changes I have seen over the years come when employees take ownership of workplace safety. For that to happen, employers must be able to show enough leadership to allow it. For years, I have maintained that if you get your employees meaningfully and actively involved in safety, they will buy into it. When they buy into it,

they commit to it. When they commit to it, they drive it, and when employees drive safety, they own it. Employee ownership of a safety program invariably transforms the workplace culture.

In my nearly two decades of working with SHARP and VPP companies, I have seen numerous employers start out by tentatively allowing employee involvement, then watched as they began to see success as employees take ownership of their workplace safety. Invariably, these employers get to a point where employee involvement is not only expected, it is

actually embraced. At this point, it has become management and employees working together to ensure the work gets done the safest way they can do it. That is a safety culture in action.



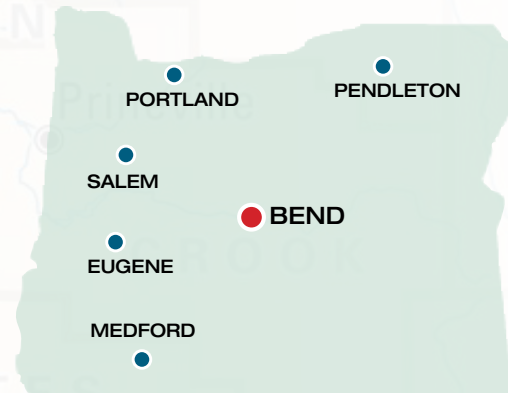
GOING THE DISTANCE



Kevin Kilroy, Bend

Safety consultant

A lumber remanufacturer was experiencing a rash of injuries for a number of years that seemed to be preventable, but for all the changes company officials made, the numbers stayed the same or got worse. At the time of my initial visit, there were close to 20 serious injuries per year, many of those being amputations. The plant manager was really at the point of questioning if any of those serious injuries were acceptable. He expressed his reluctance at inviting Oregon OSHA in to his facility, but also knew something drastic needed to happen.



Although there was a corporate safety program, in the company's scramble to try to rein in the injury rate, company officials kept introducing new tactics, kind of the "flavor-of-the-month" approach and hoping something would work.

Upon our initial SHARP evaluation, we could see the core of the company's safety program was there, but with the multitude of safety campaigns or program changes that never really seemed to stand the test of time, the perception of management leadership was waning.

Building off the core of the company's safety program and linking it to a systems approach of their existing quality control and lean efforts, the plant manager committed to stick with the basic program. He assigned a responsible person to ensure consistent follow-through. Within only six months, the change in culture on the plant floor was evident as employees started to believe management did care. The company even instituted a program called "Making Good on Our Promises." This was a method of communicating the status of open quality and safety action plans, injuries, claims, safety procedures, and other plant issues. This helped with accountability and increased the trust between the various hierarchies in the mill. ■

To request assistance from Oregon OSHA consultation, go to <http://www.orosha.org/consultation.html> or call 800-922-2689 (toll-free).

CONFERENCE UPDATES

May 2015



May 12-14, 2015

**Red Lion Hotel on the River — Jantzen Beach
Portland, Oregon**

Join us! This summit is designed for all industries and worksites, even if they are not in the Voluntary Protection Program (VPP). All safety managers/coordinators and safety committee members will benefit from this world-class workplace safety training and networking.

Register now at www.regonline.com/regionx_vpppa15



For more information about the Northwest Safety & Health Summit and VPP, visit the Region X VPPPA website

www.regionxvpppa.org

June 2015



Pendleton Convention Center • Pendleton, Oregon

June 1 & 2, 2015

**Keynote: Coaching and Mentoring for Safety
by Keith Bardney, ConAgra Foods**

The 9th annual event focuses on helping organizations (no matter the company size or industry) strengthen their safety culture.



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Questions

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**Visit the conference website at
www.oregosharpalliance.org/conferences**

**Registration opens soon!
www.regonline.com/blue_mountain15**

This event is a joint effort of the Oregon SHARP Alliance, Oregon OSHA, and employers/employees from Northeast Oregon.