Addressing the hazards of a poisonous gas: carbon monoxide

How does Oregon OSHA determine penalties?

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17 An employee was under a tow truck when it moved forward and he was caught under its rear wheels.

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Don’t miss

Education:

Workshop classes will be held virtually until further notice.

A minimum of five registrants is needed to hold a virtual workshop.

Registered participants will receive an email if a cancellation is necessary.

Register and attend

Using the secure online registration portal, you can find classes. The workshop schedule changes every three months.

For more information, visit the classroom workshops page.

Find more information about education resources by visiting Oregon OSHA’s education and training page.

Due to the effects of COVID-19, Oregon OSHA and its conference partners have made changes to the event schedule. Mark your calendar for these workplace safety and health conferences:

Northwest Safety & Health Summit by Region X VPPPA
May 10-12, 2022 • Boise, Idaho

Blue Mountain Occupational Safety & Health Conference
June 6 & 7, 2022 • Pendleton

Central Oregon Occupational Safety & Health Conference
Sept. 19 & 20, 2022 • Bend

Southern Oregon Occupational Safety & Health Conference
October 18-20 2022 • Virtual

Western Pulp, Paper, and Forest Products Safety & Health Conference
Nov. 29-Dec. 2, 2022 • Portland

Oregon GOSH Conference
March 6-9, 2023 • Portland

Cascade Occupational Safety & Health Conference
March 2024 • Eugene

To receive conference registration materials, exhibitor information, or sponsorship information, contact the Conference Section: oregon.conferences@oregon.gov | 503-947-7411 | osha.oregon.gov/conferences
Oregon OSHA offers a free online training course to help employers put protective measures in place for workers against the potential hazards of breathing in airborne crystalline silica dust.

Any worker exposed to dust that contains crystalline silica – from crushed rock, soil, dirt, gravel, or sand, for example – should be concerned about silicosis, a lung disease caused by breathing dust that contains particles of crystalline silica – particles so tiny you can see them only with a microscope. Featuring powerful visuals, personal stories, instructional videos, links to resources, and a certificate of completion, the training course is designed to boost the ability of employers to meet the requirements of Oregon OSHA’s silica rules. It offers a tool to employers and workers to bolster their existing training programs.

For more learning opportunities, visit our education and training resources and review our A-to-Z topic index.
Accepted disabling claims are occupational injury or disease claims accepted by insurers that entitle workers to compensation for disability or death.

Claims are reported by the year of claim resolution, which is the year of the latest notice of claim closure, determination order, or claim disposition agreement for initial claim openings. This may be different than the year of injury or claim acceptance.

Claim cost is the composite of medical and indemnity costs. Indemnity includes temporary disability, permanent partial disability, claim disposition agreement, disputed claim settlement, and vocational assistance.

Cost statistics are means unless otherwise specified.

Claim counts will change as claims are reopened and resolved.

Claims are listed according to the Occupational Injury and Illness Classification System (OIICS Version 2.01), 2012 edition.

Source: Central Services Division, Oregon Department of Consumer and Business Services, August 2021 (CCRA074 / 440-4863)
Addressing the hazards of a poisonous gas: carbon monoxide

By Aaron Corvin

The on-the-job dangers of carbon monoxide – and how to control or eliminate them – are no secret.

Yet, the poisonous, colorless, odorless, and tasteless gas continues to find unsuspecting victims.

Since 2011, for example, 32 people received benefits through Oregon’s workers’ compensation system for injuries related to carbon monoxide poisoning. And recent investigations by Oregon OSHA of workplace tragedies serve as eye-opening reminders to employers to take the hazards of carbon monoxide seriously and to follow safety requirements.

Nationally, carbon monoxide poisoning leads to worker deaths and hospitalizations every year, typically when fuel-burning equipment is used in building spaces that lack proper ventilation.

With the winter season well under way, the danger of the toxic gas increases because fuel-burning equipment is used in indoor areas that have been sealed against cold temperatures and wind.

With vigilance, safety resources, and lessons learned, however, employers can effectively address carbon monoxide in their workplace and send their workers home safe and sound to their families, friends, and neighbors.

Harmful when breathed

Carbon monoxide is a byproduct of the incomplete burning of material containing carbon, such as natural gas, gasoline, kerosene, oil, propane, coal, and wood.

Although it has no detectable odor, the toxic gas is often mixed with other gases that do have an odor. As a result, you can inhale carbon monoxide along with gases you can smell and not even know carbon monoxide is present.

Carbon monoxide is harmful when breathed because it displaces oxygen in the blood and deprives the heart, brain, and other vital organs of oxygen. One of the most common sources of exposure in the workplace is the internal combustion engine.

There are several actions employers can take to prevent carbon monoxide poisoning. One of them is to install an effective ventilation system that will remove carbon monoxide from work areas. Another is to prohibit the use of gasoline-powered engines or tools in poorly ventilated areas. Employers may also consider switching from gas-powered equipment to equipment powered by electricity, batteries, or compressed air – as long as the substitute equipment can be used safely.
And employers must properly educate and train workers in the safe use of machinery, including the kind that burns fuel and gives off carbon monoxide. Examples of proper education and training include heeding the equipment's warning labels and the manufacturer's operating instructions, and explaining the hazards in a language understood by workers.

**Critical safety steps missed**

Two recent Oregon OSHA investigations illustrate key safety standards that must be followed, and the dire consequences of failing to follow them.

An October 2020 investigation stemmed from the death of one person and the hospitalization of another. The two people were part of a hemp farm operation in Eagle Point. The person who died was the employer. He was managing an employee – his brother – who was hospitalized.

The fatal accident was not promptly reported to Oregon OSHA in the traditional manner required of employers. Instead, the division received a referral from Oregon's Workers' Compensation Division, which found out about it from a medical examiner's report.

On April 11, 2020, the two men, who had built a greenhouse and set up a gas-powered generator inside to keep the plants warm at night, put down air beds and spent the night sleeping inside the structure.

The generator was kept running. The greenhouse had no exterior ventilation. The next morning, a family member found one of the men dead and the other on the verge of dying by asphyxiation.

Oregon OSHA did not allege any violations of safety requirements or issue a citation because the employer – the sole proprietor – died. Yet, the division's examination of the accident documented steps that were missed:

- The employer did not ensure his employee understood the hazards of inhaling carbon monoxide, and those hazards were not communicated to the worker in a language he understood.
- The employer did not ensure his employee was not exposed to concentrations of carbon monoxide above the Immediately Dangerous to Life and Health level of 1,250 parts per million (ppm) or the Oregon OSHA Permissible Exposure Limit of 50 ppm over an eight-hour time-weighted average.

Pictured here is a gas-powered pressure washer – not an unusual piece of equipment. But it can become the source of serious injury or death to workers if safety requirements are not followed. A placard on the pressure washer states: "Warning, the engine emits toxic carbon monoxide, do not run in an enclose area."
Another Oregon OSHA investigation centered on an October 2017 accident in which an employee of a foundation repair company was severely poisoned by carbon monoxide. The accident occurred at a construction site in Nehalem where the company was conducting foundation and excavation work.

During the afternoon of Oct. 5, 2017, the employee entered the cargo compartment of a box truck to use a bucket as a toilet. A gas-powered generator was running inside the compartment. Once inside, the employee closed the roll-up door and left the generator running.

Later, another employee, who’d gone to the truck to get a tool, found the employee unconscious.

With help from a foreman, they pried the door open with a pipe and called 911. The victim was transported to Providence Seaside Hospital and then airlifted to Providence Portland Medical Center, where he received hyperbaric oxygen therapy. He survived.

Oregon OSHA’s investigation found the employee had been exposed to carbon monoxide for 15 minutes. The investigation led to a citation and $6,000 penalty against the company for several violations of safety standards.

Oregon OSHA’s findings included:

- The employee was exposed to carbon monoxide at levels exceeding three times the Permissible Exposure Limit, on a
The exhaust system for the gas-powered generator – permanently mounted inside the box truck – was not ventilated to a safe location.

- Warning statements on the generator and in the operations manual – including against running the equipment in an enclosed area – went unheeded.
- No provisions were made to ensure at least one toilet was available to a mobile crew working under temporary field conditions. And the only vehicle available to take anyone to a nearby toilet was the box truck that contained the generator.

As required by Oregon OSHA, the company took corrective actions with an eye on prevention. Those actions included modifying its box trucks so crews can easily unload generators for operation outside the vehicle, and implementing a new procedure and training requiring the operation of generators to occur only outside. The company also adopted a new procedure to make sure a toilet was available for safe use during a project.

**Help is available**

No employer must go it alone in implementing protective measures against the hazards of carbon monoxide.

As evidenced by the recent investigations, those measures include everything from engineering controls, hazard communication, and employee training to smart policies, procedures, and planning before the work begins.

Resources, information, and help are abundant.

For example, Oregon OSHA's A-to-Z topic page on carbon monoxide includes hazard alerts about running gas-powered equipment in a box truck and preventing poisoning from an internal combustion engine.

Meanwhile, federal OSHA offers English and Spanish videos addressing how to prevent poisoning from using portable gas-powered equipment in construction. Moreover, federal OSHA provides a fact sheet, which includes tips for employers and workers in preventing carbon monoxide poisoning.

In addition to its enforcement activities, Oregon OSHA offers employers resources to help improve workplace safety and health. Employers can contact the agency’s free consultation services – involving no fault, no citations, and no penalties – which include hazard assessments, recommendations to control and eliminate hazards, and hands-on training.

They may also turn to Oregon OSHA's technical staff for help understanding on-the-job health and safety rules and how to apply them.

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*This portable carbon monoxide analyzer was used as part of testing linked to an Oregon OSHA investigation of a near-fatal accident at a construction site in Nehalem in 2017. The worker was exposed to a carbon monoxide concentration estimated at 7,770 parts per million during the 15 minutes he was in the truck; however, carbon monoxide is immediately dangerous to life and health at only 1,200 parts per million.*
How does Oregon OSHA determine penalties?

By Ellis Brasch

On Nov. 1, 2021, Oregon OSHA amended several of its Division 1 workplace safety and health rules, increasing maximum penalties for alleged violations. The changes took effect Dec. 1, 2021. They capped a series of penalty adjustments that began at the federal level when Congress passed the “Inflation Adjustment Act” in 2015.

The Act required agencies within the U.S. Department of Labor, including federal OSHA, to update their civil monetary penalties with an initial “catch-up” inflation adjustment and then adjust them for inflation every year. Because federal OSHA had not raised its penalties since 1990, the agency established new minimum and maximum penalties for alleged violations that took effect in 2015. Since then, incremental adjustments have been made each January. Oregon OSHA followed suit with its Division 1 amendments to realign with the federal numbers and to ensure the state meets the “at least as effective” as standard, which you can read about here.

Because of those recent amendments, the maximum penalty for an alleged violation in Oregon is now $13,653 (the minimum penalty remains at $100). But what accounts for the difference between the minimum and maximum penalty? How do Oregon OSHA compliance officers determine the amount for a violation? Let’s take a closer look.

Determining the violation type

There are two basic types of violations: Other-than-serious and serious. Both types of violations are issued for workplace hazards; but before compliance officers can issue a violation, they must identify and document the hazards that employees are exposed to and that could cause an injury or an illness.

Other-than-serious violations

Other-than-serious violations are issued for hazards that would not result in serious physical harm. Minor cuts, bruises, and violations of Oregon OSHA’s recordkeeping rules are examples.

Serious violations: Serious physical harm and death

Serious violations are issued for hazards that could result in serious physical harm or death. Serious physical harm includes injuries and illnesses that significantly reduce a worker’s “physical or mental efficiency by inhibiting, either temporarily or permanently, the normal function of a body part.” Essentially, it is an injury or illness that could result in a person losing time from work or working a modified schedule that allows the person to heal.

- Examples of injuries that can cause serious physical harm include severe lacerations, contusions, burns, frostbite, concussions, fractures, and amputations.
Examples of illnesses that could cause serious physical harm include chemically induced pneumonia, pulmonary edema, chronic bronchitis, hearing loss, and dermatitis.

Electrocution, asphyxiation, and drowning are examples of death-related injuries.

Silicosis, asbestosis, and lung cancer are examples of death-related illnesses.

**Determining the base penalty**

Most penalties are determined from a base penalty, which is the initial penalty for an other-than-serious violation – although many such violations do not carry a penalties because the probability of their occurrence is rated low – and for a serious violation. Two factors that compliance officers generally use to determine base penalties are the severity of a potential injury and probability that it could happen if the hazard is not corrected. (Some penalties are not affected by severity and probability; see the complete list here.)

Compliance officers use one of the following severity ratings for each violation:

- Other than serious, for hazards that do not cause serious physical harm
- Serious physical harm, for hazards that could cause serious physical harm
- Death, for hazards that could result in death

Compliance officers must also determine a probability rating of low, medium, or high for each violation, based on:

- The number of employees potentially exposed
- The frequency and duration of exposure
- The proximity of the employees to the point of danger
- Factors that require work under stress
Lack of proper training and supervision, or improper workplace design

Any other factors that may significantly affect the probability of an accident occurring

Compliance officers use their severity and probability ratings for each violation to determine a base penalty.

**Adjusting base penalties**

Compliance officers can also adjust base penalties for serious violations – increasing or reducing them – using the following considerations:

- Employer size, based on the employer’s statewide employment
- Employer history, based on the employer’s injury and illness trends during the past three years
- Employer “good faith,” based on evidence of the employer’s effort to provide a safe and healthful workplace
- Employer’s immediate correction of violations or other unsafe conditions identified during the inspection

When adjusting a base penalty for a violation, compliance officers determine the amount of each adjustment; then they apply the total adjustment amount to the base penalty. However, no final penalty for a single serious violation can be less than $100 or exceed $13,653. And only employer size can be used to adjust:

- Repeat violations. Repeat violations include two or more violations, cited within the past three years, that are “substantially similar” to the first violation; the circumstances of each subsequent violation ultimately determine if they are substantially similar. The minimum penalty for a repeat violation is $200; the maximum penalty is $135,653.

- Failure to correct violations. The maximum penalty is $13,653 per day for failure to correct a previously cited violation. If failure to correct the violation results from an employer’s lack of diligence, the minimum daily penalty is $50 for other-than-serious violations, and $100 for serious violations.

- Willful violations. Willful violations are determined by establishing the base penalty for the violation, applying an adjustment for employer size, and multiplying the result by a factor of 25. The minimum penalty for a willful violation is $9,753; the maximum penalty is $135,653.

- Any violation that a compliance officer determines contributed to an injury, illness, or death of an employee

**Where to learn more**

There are 13 rules that establish how Oregon OSHA determines penalties. You will find them [here](#), under Oregon OSHA’s Division 1, General Administrative Rules.
Does Oregon OSHA have any requirements covering logging in snow?

Oregon OSHA’s logging safety and health requirements are covered in its Division 7, Forest Activities rules. While there is no single section in the rules that specifically addresses hazards associated with snow during logging activities, consideration must be given to rain, snow, and other weather conditions that may impair employees’ vision to the extent that they cannot clearly see signals, assess the stability of decked logs, or escape from hazards such as falling trees, moving logs, and vehicles.

Your site planning considerations should also take into account low temperatures and snow conditions when planning for medical emergencies and preventing employee exposure to cold; employees should also be able to recognize the signs and symptoms of cold stress.
Short take

Oregon OSHA’s Voluntary Protection Program: Star Awards

By Aaron Corvin

Two Oregon employers have shown their robust dedication to workplace health and safety by continuing to move forward as participants in Oregon OSHA’s Voluntary Protection Program (VPP).

Covanta Marion, a facility in Brooks that reduces landfill waste by converting solid waste to energy, has been approved for continued participation as a VPP Star site. The facility has been a Star site since December 2008.

The Oregon OSHA members of the VPP evaluation team that examined the Covanta Marion facility in September of this year were: Cory Stengel, health consultant and team leader; Brian Annis, safety consultant and backup team leader; Ann Peterson, health compliance officer; and Ty Travis, safety consultant.

Owens Corning Foam Insulation, a Portland-area facility that produces rigid foam insulation for a variety of applications, has been approved for participation as a VPP Star site. The facility had been a VPP Merit site since October 2018.

The Oregon OSHA members of the VPP evaluation team that looked over the Owens Corning facility in June of this year were: Gary Robertson, who was, at the time, safety technical specialist (he is currently the enforcement manager for the Medford field office) and team leader; Faith Wescott, health compliance officer, process safety management specialist, and backup team leader; and Holt Andron, who was, at the time, field consultation manager for the Portland area (he is currently Oregon OSHA’s statewide consultation and outreach manager).

The VPP evaluations found both employers’ safety and health management systems in excellent shape.

Over the past several years, both facilities experienced no Oregon OSHA inspection activity and no worker deaths. And both facilities maintained injury and illness rates far below the averages for their industries.

With VPP, companies go well beyond the minimum on-the-job safety and health requirements. The benefits of becoming a VPP company include: up to 80 percent fewer workday injuries than expected of an average site of the same size and industry; reduced workers’ compensation costs; recognition in the community; and improved employee motivation to work safely.

For more information about VPP, contact Mark E. Hurliman, Oregon OSHA VPP/SHARP program coordinator, 541-539-8385 or mark.e.hurliman@dcbs.oregon.gov.
New updates included in “It’s the Law!” poster

By Aaron Corvin

Oregon OSHA’s long-running “It’s the Law!” safety and health poster – required to be displayed at workplaces – now includes updated information reflecting changes in state law that strengthened anti-retaliatory provisions.

The poster – and related online content – are available in both English and Spanish.

The poster now includes the fact that, under a new law that took effect on Jan. 1, 2022, the filing deadline has been extended to one year for reporting unlawful practices or exercising certain rights relating to safe and healthy workplaces.

Previously, state law required those alleging retaliation or discrimination to file a complaint within 90 days of reporting unlawful practices.

Meanwhile, the poster also now features a “quick response” code – or QR code – that takes you to online pages with more information. That information includes rights against retaliation and how to file a complaint with Oregon OSHA.

The information concerning rights against retaliation includes the fact that yet another change in state law created a “rebuttable presumption” regarding retaliation.

Under that change, which became effective June 15, 2021, there is a “rebuttable presumption” that an employer has engaged in unlawful retaliation against an employee or prospective employee if the employer takes adverse action against the person within 60 days after the person engaged in protected activities, such as making a claim of unsafe working conditions.

The presumption may be rebutted through a preponderance of the evidence.

Previously, the burden was on the employee to prove the employer’s action was retaliatory.

To obtain a copy of the “It’s the Law!” poster or learn more about workplace safety rights and rights against retaliation, use the following links:

Poster (English):

Poster (Spanish):
https://osha.oregon.gov/OSHAPubs/1507s.pdf

Ordering posters, publications, cards, and other printed resources:
https://www4.cbs.state.or.us/exs/osha/film/hard/index.cfm

Protect against retaliation:
https://osha.oregon.gov/workers/Pages/Protect-against-retaliation.aspx

Worker rights and responsibilities:
https://osha.oregon.gov/workers/Pages/Worker-rights-and-responsibilities.aspx
Don’t forget: It’s time to post your OSHA 300A Summary and submit your 300A data to federal OSHA

By Ellis Brasch

By Feb 1: Post your OSHA 300A Summary

Post a copy of your OSHA 300A Summary for calendar year 2021 between Feb. 1 and April 30 in a common area where notices to employees are usually posted.

- Post the 300A Summary at the establishment where the injuries or illnesses occurred. In cases where the employees are mobile, the OSHA 300A Summary may be posted where employees regularly report to work. Do not post the OSHA 300 Log.
- The OSHA 300A Summary must be signed and dated by a company executive (a designated company representative can sign and date the OSHA 300A Summary if a company executive reviews the OSHA 300 Log first.
- Businesses with 10 or fewer employees at any time during 2021 and businesses in these low-hazard industries are exempt from the posting requirement.

You will find more information about the OSHA 300A on Oregon OSHA’s Recordkeeping and Reporting webpage.

By March 2: Electronically submit your 300A data to federal OSHA

You must electronically submit your 300A data for calendar year 2021 to federal OSHA by March 2 if:

- Your business has 250 or more employees, and is required to maintain an OSHA 300 Log. (Table 1 in 437-001-0700 lists establishments that are not required to maintain an OSHA 300 Logs.)
- Your business had 20 or more employees, but fewer than 250 employees, at any time during 2021 and is in an industry listed in 437-001-0700(24)(b), Table 7.

If you are required to electronically submit your 300A data to federal OSHA, you must use federal OSHA’s Injury Tracking Application.

For more information about Oregon OSHA’s recordkeeping requirements see 437-001-0700 Recording Workplace Injuries and Illnesses.
The employee

The employee was a 47-year-old laborer.

How the incident happened

At 6:30 p.m., the towing company received a call from the Crook County Sheriff’s Office regarding a tractor-trailer crash that was blocking a road about 12 miles from Prineville. It was mid-January and the company’s three employees (including the owner) had already responded to multiple vehicle incidents earlier that day due to hazardous driving conditions.

The three employees drove to the site in a 1997 Ford tow truck, planning to pull the tractor-trailer off the road that evening and then recover it the next day.

But the employees discovered that the trailer had jack-knifed in such a way that it forced the tractor cab off its chassis, severely damaging the tractor. They could not move the trailer because its air brakes were locked and they were unable to unlock them using the conventional method of turning on the tractor’s air brake system.

Two of the employees began looking for caging bolts (threaded bolts that screw into an opening on the brake chamber and release the brakes when air is not available) to release the air brakes on the trailer while the owner sat in the tow truck’s driver’s seat making phone calls to arrange more support for moving the tractor-trailer.

The two employees discovered that the trailer did not have caging bolts on any of its brake chambers. One of them – the victim – told the owner that he was going to crawl under the tow truck and remove the caging bolts from its brake chambers, then use the bolts to release the air brakes on the trailer.

The owner agreed with him, but stayed in the tow truck and did not turn off the vehicle’s engine. Then, after he finished his phone calls, he decided to move the tow truck to re-position it for recovering the tractor-trailer.
As the owner drove the tow truck forward in first gear, he noticed some resistance. He stopped, then got out and saw the victim’s legs protruding from under the vehicle near the dual rear wheels. He didn’t remember how much time had passed – maybe 10 minutes – since the victim began working under the 11,495-pound tow truck because he was focused on arranging more help to move the tractor-trailer.

No one saw what happened, but – most likely – the truck’s rear wheels rolled partially over the victim’s abdomen. (The third employee, who ran to the scene just after the incident occurred, reported that the truck’s drop axle tire was above the victim’s chest in its raised position 7.5 inches above the ground.)

The owner promptly backed up the tow truck to release the victim, who was initially not responsive, but then began to complain about having difficulty breathing and showed signs of shock. He was transported by ambulance (Life Flight was not available due to freezing fog) to St. Charles Medical Center in Bend, where he died from his injuries the next day.

Key findings

- The company did not ensure that the victim was protected while he was working under the tow truck.
- Wheel chocks were not used to prevent the tow truck from moving, though they were available in the truck.
- The owner said he was distracted by the tasks he was attempting to complete on the phone and he forgot that the victim was under the truck.
- The third employee said that he does “use lockout tagout” (taking the vehicle’s keys and putting them in his pocket or disconnecting the battery) when he works on vehicles at the shop but, “In the field, we do not have time to use lockout tagout because we need to get the vehicles off the road as fast as possible.”

Citations

The Control of Hazardous Energy (Lockout/Tagout) – Energy control procedure – 1910.147(c)(4)(ii)(B): Energy control procedures did not clearly and specifically outline procedural steps for shutting down, isolating, blocking, and securing machines or equipment to control hazardous energy.
Going the Distance

Owens Corning Foam Insulation - Gresham
*Insulation, roofing, and fiberglass composites*

**Plant Manager:** Luc Ghaemi | **Employees:** 45

**Operations/facilities/workforce**

The Owens Corning Foam Insulation facility in Gresham employs 45 people at a site that encompasses two buildings and six silos. The company produces rigid foam insulation for a variety of applications. Its process includes extrusion, cooling, edge trimming and cutting to length, printing, packaging, and warehousing.

**On-the-job safety and health accomplishments**

The facility, which had been a Merit site since October 2018 as part of Oregon OSHA’s Voluntary Protection Program, was recently approved for participation as a VPP Star site. The facility meets all VPP requirements, including excellence in management, leadership, employee involvement, worksite analysis, hazard prevention and control, and safety and health training.

For the 2018–2020 period, for example, the facility maintained a Total Case Incidence Rate of zero, which is 100 percent below the

The Owens Corning Foam Insulation facility in Gresham was recently approved for participation as a VPP Star site.
2019 federal Bureau of Labor Statistics (BLS) industry average of 3.1. For the same time period, the facility maintained a Days Away from Work, Restricted Activity, or Job Transfer case incidence rate of zero, which is 100 percent below the 2019 BLS industry average of 2.

Resource reached out to Luc Ghaemi, plant manager, to discuss the facility’s exemplary workplace safety program and VPP journey:

**Question:**
The Portland facility recently achieved VPP Star site status. That is no small feat. Why did your company seek to join VPP?

**Answer:**
At Gresham, we believe that it takes all team members to build and maintain a safe and healthy workplace, to not be settled with where we are, but instead find an opportunity in each day to be better. Striving for VPP Star certification was seen as the best for our employees and ultimately our families.

**Question:**
What is the most important thing you’ve learned from your journey through VPP?

**Answer:**
Persistence, patience, and partnership. This has been a long journey that started many years ago for us. Over that period, we’ve faced many changes in our market, leadership, and workforce. Through it all, Gresham has remained focused on achieving our goal of becoming a Star site. The tenacity kept us going, but it would not have gotten us there unless we had the partnerships of other Owens Corning VPP sites and the local relationships we’ve built over time. Learning from their journey and getting their support was invaluable. Our mentors and partners share in our success.

**Question:**
What words of wisdom would you share with other employers – VPP or not – on why it is important to safeguard workers against hazards?

**Answer:**
It all starts with your culture. Here in Gresham, we believe that everyone in all levels of the organization must have the building blocks of respect, accountability, and communication. Without these pillars in our organization, nothing else can be true. Because of these non-negotiables, our team members feel empowered to address a concern in real time. If they cannot address it themselves, they are not afraid to raise the concern to the next level.
Question:
What is something that you always remind employees about on-the-job safety and health, and how do you deliver that reminder?

Answer:
Whether it’s in a huddle or casual one-on-ones, my go-to saying is “If you see something say something.” Everyone is empowered to make a difference. If you see a hazard and you can’t correct it immediately, escalate it. If you see your teammate putting themselves in danger, you must say something. With our three pillars of respect, accountability, and communication, we’re building trust among everyone. And with trust comes the empowerment to speak up. We’re not in the “gotcha” business. We’re in the business of developing and growing together. That’s the only way we can succeed.