

INJURY AND ILLNESS PREVENTION PROGRAM



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INJURY AND ILLNESS PREVENTION PLAN

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INJURY AND ILLNESS PREVENTION PROGRAM

Coronado Unified School District
201 Sixth Street
Coronado, CA 92118
School District Name and Address

Donnie Salamanca
Deputy Superintendent
619-522-8900 ext.1016
Name and Contact Information for Individual Completing this form

ASSIGNMENT OF RESPONSIBILITY (Title 8 California Code of Regulations §3203(a)(1))

Our school district's lead Injury and Illness Prevention Program (IIPP) administrator is:

Donnie Salamanca
Deputy Superintendent
201 Sixth Street, Coronado, CA 92118
619-522-8900 x. 1016

IIPP Administrator's Name, Job Title, and Contact Information (address, phone numbers)

Our school district's co-administrator for our IIPP is:

Kathy Mulvey, Executive Assistant
201 Sixth Street, Coronado, CA 92118
619-522-8900 x. 1016 or mobile 619-549-0642

Co-Administrator's Name, Job Title, and Contact Information (address, phone numbers)

This IIPP applies to all schools in our district.

(Optional but recommended.) Each school in our district has been assigned a safety supervisor. School-site safety supervisors are responsible for implementing and maintaining this IIPP at their school sites and for answering employee questions about the district's IIPP. Each school-site safety supervisor has a copy of this IIPP. A list of all the district's school-site safety supervisors who will implement and maintain the IIPP at their school sites is attached as Form A.

The master copy of this IIPP can be found at: 201 Sixth Street, Coronado, CA 92118

Other copies of the IIPP can be found at: School Sites

HAZARD ASSESSMENT/INSPECTION (Title 8 CCR §3203(a)(4))

Periodic inspections to identify and evaluate hazards in our school sites will be performed by one or more of the following checked individuals:

- School-site safety supervisors in their school sites
- Our district's IIPP Administrator(s)/SASH Coordinator(s)
- Other:

Periodic inspections are always performed according to the following schedule:

- When we initially established our IIPP. *
- Whenever new substances, processes, procedures, or equipment which present potential new hazards are introduced into our workplace. *
- Whenever new, previously unidentified hazards are recognized. *
- Whenever occupational injuries and illnesses occur. *
- Whenever workplace conditions warrant an inspection. *
- When we hire and/or reassign permanent or intermittent workers to processes, operations, or tasks for which a hazard evaluation has not been previously conducted. *
- Other times:

ACCIDENT/EXPOSURE INVESTIGATIONS (Title 8 CCR §3203(a)(5))

Investigations of workplace accidents, hazardous substance exposures and near accidents will be conducted by:

Gary Hall, Director, Maintenance, Operations and Transportation

Name and Job Title

Our procedures for investigating workplace accidents and hazardous substance exposures include:

- Visiting the scene as soon as possible.
- Interviewing injured employees and witnesses.
- Determining the cause of the accident/exposure.
- Examining the workplace and the incident for underlying causes associated with the accident/exposure.
- Taking corrective action to prevent the accident/exposure from reoccurring.
- Recording the findings and actions taken.
- Other:

HAZARD CORRECTION (Title 8 CCR §3203(a)(6))

Unsafe or unhealthy work conditions, practices or procedures will be corrected in a timely manner based on the severity of the hazards. Hazards will be corrected according to the following procedures:

- When observed or discovered; * and
- When an imminent hazard exists, which cannot be immediately abated without endangering employee(s) and/or property, we will remove all exposed employees from the area except those necessary to correct the existing condition. Employees who are required to correct the hazardous condition will be provided with the necessary protection and training. *

COMMUNICATION WITH EMPLOYEES ABOUT SAFETY (Title 8 CCR §3203(a)(3))

All supervisors are responsible for communicating with their employees about occupational safety and health in a form readily understandable by all employees. Our communication system encourages all employees to inform supervisors about workplace hazards without fear of reprisal.

Our communication system includes all of the following checked items:

- A. New employee orientation including a discussion of safety and health policies and procedures. *
- Follow-through by supervisors to ensure effectiveness. *
- Worksite-specific health and safety training. *
- Regularly scheduled safety meetings. Our safety meetings are held on the following schedule:
- Effective communication of safety and health concerns between workers and supervisors, including language translation where appropriate. *
- Posted or distributed safety information. *
- A system for employees to anonymously inform administration about workplace hazards. * This system involves: Informing employees that they may provide information regarding workplace hazards by anonymously informing the Human Resources Department

--OR--

- B. Our district elects to use a labor/management health and safety committee to meet all the requirements of Title 8 CCR §3203(c)(1) – (7), thereby complying with the communication requirements of Title 8 CCR §3203(a)(3).
- C. Other methods we use to ensure communication with, and involvement of employees include:

TRAINING AND INSTRUCTION (Title 8 CCR §3203(a)(7))

All employees, including supervisors, will have training and instruction on general and job-specific safety and health practices. Training and instruction are provided according the following schedule:

- When our IIPP was first established. *
- To all new employees. *
- To all employees given new job assignments for which training has not previously provided. *
- Whenever new substances, processes, procedures, or equipment are introduced to the school district and represent a new hazard. *
- Whenever anyone is made aware of a new or previously unrecognized hazard. *
- To supervisors to familiarize them with the safety and health hazards to which employees under their immediate direction and control may be exposed. *
- To all employees about the hazards specific to each employee's job assignment. *

This training will include (but is not limited to):

- An explanation of our IIPP, emergency action plan, fire prevention plan, measures for reporting any unsafe conditions, work practices, injuries and any additional instructions that are needed.
- The availability of toilet, handwashing, and drinking water facilities.
- Provisions for medical services and first aid, including emergency procedures.
- Proper housekeeping, such as keeping stairways and aisles clear, keeping work areas neat and orderly, and promptly cleaning up spills.
- Prohibiting horseplay, scuffling, or other acts that adversely influence safety.
- Proper storage to prevent:
 - stacking goods in an unstable manner
 - storing materials and good against doors, exits, for extinguishing equipment and electrical panels.

Where applicable, our training may also include:

- The prevention of musculoskeletal disorders, including proper lifting techniques.
- The use of appropriate clothing, including gloves, footwear, and personal protective equipment.
- Information about chemical hazards to which employees could be exposed and other hazard communication program information.

- Proper food and beverage storage to prevent them from becoming contaminated.

In addition, we provide specific instructions to all workers regarding hazards unique to their job assignment, to the extent that such information was not already covered in other trainings.

EMPLOYEE COMPLIANCE WITH SAFETY PROCEDURES (Title 8 CCR §3203(a)(2))

All district employees, including supervisors, are responsible for complying with safe and healthful work practices. Our system of ensuring that all employees comply with these practices includes all the following checked practices:

- Informing employees of the provisions of our IIPP.
- Evaluating the safety performance of all employees.
- Providing training to employees whose safety performance is deficient.
- Recognizing employees who perform safe and healthful work practices.
- Other systems we have in place to ensure compliance with safety practices:

RECORDKEEPING AND DOCUMENTATION (Title 8 CCR 3203(b))

Although school districts are not required to keep records or documentation of the elements of an IIPP, except the written program itself, our school district maintains the following records to help us more efficiently and effectively implement our IIPP (optional):

- Records of scheduled and periodic inspections (to identify unsafe conditions and work practices, including the names of the person(s) conducting the inspection, the unsafe conditions and the work practices that have been identified, as well as the action(s) taken to correct the identified unsafe conditions and work practices. These records are maintained for at least one (1) year.
- Documentation of our safety and health training.

Site/Department Supervisors

The following school-site safety supervisors are responsible for maintaining our district’s Injury and Illness Prevention Program and communicating with employees about our IIPP at their sites:

District-wide School Site	Gary Hall Name of Supervisor
Coronado High School School Site	Shane Schmeichel Name of Supervisor
Coronado Middle School School Site	Karin Mellina Name of Supervisor
Village Elementary School School Site	Heidi Bergener Name of Supervisor
Silver Strand Elementary School School Site	Jennifer Moore Name of Supervisor
Crown Preschool School Site	Lisa Alonso Name of Supervisor
Child Nutrition Services School Site	Charity Campbell Name of Supervisor
Brain Bent Memorial Aquatics Complex School Site	Carolyn Fisher-Fernan Name of Supervisor
School Site	Name of Supervisor
School Site	Name of Supervisor

HEALTH AND SAFETY POLICY STATEMENT

Coronado Unified School District (CUSD) is firmly committed to providing every employee with a safe and healthy work environment. To help achieve this, the District has established an Injury and Illness Prevention Program (IIPP) in accordance with Labor Code 6401.7 and CUSD Policy 4157.

All employees will be made aware of this program. Employees are expected to use safe work practice and promptly report to their supervisor all workplace injuries and any concerns they may have about unsafe working conditions or other health and safety issues. Management and supervisory employees are to remain aware of the contents of this program and to actively support the attainment of its objectives.

A safe and healthy workplace benefits all within the district. It can only be achieved, however, when all understand the importance of the issue and act accordingly.

RELEVANT CODES

- Effective July 1, 1991, every employer shall establish, implement and maintain an effective Injury and Illness Prevention Program. The Program shall be in writing and shall...(1) identify the person or persons with authority and responsibility for implementing the Program. (8 CCR Section 3203(a)(1).
- The program shall...(2) Include a system for ensuring that employees comply with safe and healthy work practices. Substantial compliance with this provision includes recognition of employees who follow safe and healthful work practices, training and retraining programs, disciplinary action or any other such means that ensures employee compliance with safe and healthful work practices (8 CCR Section 3203(a)(2).
- The program shall...(3) Include a system for communication with employees in a form readily understandable by all affected employees on matters relating to occupational safety and health, including provisions designed to encourage employees to inform the employer of hazards at the worksite without fear of reprisal. Substantial compliance with this provision includes meetings, training programs, posting written communications, a system of anonymous notification by employees about hazards, labor/management safety and health committees, or any other means that ensures communication with employees...(8 CCR Section 3203(a)(3).
- The Program shall...(4) Include procedures for identifying and evaluating workplace hazards including scheduled periodic inspections to identify unsafe conditions and work practices. Inspections shall be made to identify and evaluate hazards: (A) when the Program is first established; (B) whenever new substances, processes, procedures, or equipment are introduced to the workplace that represent a new occupational safety and health hazard; (C) whenever the employer is made aware of a new or previously unrecognized hazard. (8 CCR Section 3203 (a)(4).
- The Program shall...(6) Included methods and /or procedures for correcting unsafe or unhealthy conditions, work practices, and work procedures in a timely manner based on the severity of the hazard: (A) when observed or discovered; and (B) when an imminent hazard exists which cannot be immediately abated without endangering employee(s) and /or property remove all exposed personnel from the area except those necessary to correct the existing condition. Employee designated to correct the hazardous condition shall be provided the necessary safeguards. (8 CCR Section (a)(6).
- The Program shall...(5) Include a procedure to investigate occupational injury or occupational illness (8 CCR Section (a)(5).
- The Program shall...(7) Provide training and instructions: (A) when the program is first established; (B) to all new employees; (C) to all employees given new job assignment for which training has not previously been received; (D) whenever new substances, processes, procedures or equipment are introduced to the workplace and represent a new

hazard; (E) whenever the employer is made aware of a new or previously unrecognized hazard; and, (F) for supervisors, to familiarize them with the safety and health hazards to which employees under their immediate direction and control may be exposed. (8 CCR Section 3203(a)(7))

- (b) Records of the steps taken to implement and maintain the Program shall include:
 - ✓ Records of scheduled and periodic inspections required by subsection (a)(4) to identify unsafe conditions and work practices, including the person(s) conducting the inspection, the unsafe conditions and work practices that have been identified and action taken to correct the identified unsafe conditions and work practices. These records shall be maintained for three years and
 - ✓ Documentation of safety and health training required by subsection (a)(7) for each employee, including employee name or other identifier, training dates, type(s) of training and training providers. This documentation shall be maintained for three (3) years. (8 CCR Section (b)).

AUTHORITY AND RESPONSIBILITY FOR IIPP

Deputy Superintendent

The Deputy Superintendent has primary authority and administrative responsibility for the IIPP. The Deputy Superintendent has administrative responsibility for:

- ◆ Communicating CUSD's emphasis on health and safety
- ◆ Encouraging prompt employee reporting of health and safety concerns without fear of reprisal, including a system of anonymous notification
- ◆ Establishing a District Safety Committee
- ◆ Attending all District Safety Committee meetings
- ◆ Overseeing the review of the following:
 - Accident Investigations
 - Self-Inspections/Hazard Corrections
 - Safety Committee Minutes
- ◆ Remaining aware of the overall IIP Program status
- ◆ Reviewing the IIPP and evaluate results
- ◆ Remaining current on local, state, and federal safety regulations
- ◆ Ensuring an employee safety program is developed and implemented at all sites and departments

- ◆ Developing, facilitating, and overseeing health and safety training requirements

Executive Assistant

- ◆ Periodically reporting loss claim information to sites and departments

District and Site Injury/Illness Prevention Committees

The Injury/Illness Prevention Committee is responsible for promoting workplace safety and employee involvement. The Committee will meet twice a year. The Committee will discuss employee compliance with regulations and policies, evaluate hazardous concerns and make recommendations for corrective actions. The committee will accomplish this by:

- ◆ Reviewing accident reports to help identify causes and to determine what corrective action needs to be taken
- ◆ Reviewing results of self-inspections, recommending corrective actions and assisting with training programs
- ◆ Reviewing result of investigation of all allegations of a hazardous condition brought to a member's attention by any employee, recommending priorities for correction of the hazard to include responsibility and target completion dates

The District Injury/Illness Prevention Committee will comprise of the following job titles:

- ◆ Deputy Superintendent
- ◆ Executive Assistant
- ◆ Director, Maintenance, Operations, and Transportation
- ◆ Director, Child Nutrition Services
- ◆ District Nurse
- ◆ High School Principal or Site Injury/Illness Prevention Coordinator
- ◆ Middle School Principal or Site Injury/Illness Prevention Coordinator
- ◆ Elementary School Principal or Site Injury/Illness Prevention Coordinator
- ◆ Unit member of each of the employee groups (Confidential, CSEA, and ACT)

The Site Injury/Illness Prevention Committee will comprise of the following job titles:

- ◆ Principal or designee
- ◆ Custodian
- ◆ Food Service Worker

- ◆ Certificated employee
- ◆ Classified employee

Site Injury/Illness Prevention Coordinator

The responsibilities of the Site Injury/Illness Prevention Coordinator include:

- ◆ Serving as Chairman of the Injury/Illness Prevention Committee
- ◆ Developing Injury/Illness Prevention Committee meeting agenda
- ◆ Overseeing monthly self-inspections of the site
- ◆ Assisting supervisors with conducting accident investigations
- ◆ Providing for employee safety training and validate completed training
- ◆ Ensuring the Deputy Superintendent remains aware of the site/department safety status
- ◆ Maintaining contents of the Safety Manual
- ◆ Reporting accidents
 - Completing DWC-1 form for all medically treated accidents

Site Administrators and Supervisors

Site Administrators and Supervisors have a major responsibility in ensuring their employees are provided a safe and healthy workplace by strictly complying with the provisions of the IIPP. They are responsible for:

- ◆ Communicating CUSD's emphasis on health and safety
- ◆ Enforcing the Safe Work Practices for all employees
- ◆ Recognizing employees who actively participate and take actions to work safely and promote safety at their sites
- ◆ Immediately reporting all workplace injuries or illness to the Executive Assistant
- ◆ Ensuring injured employees are provided prompt medical care
- ◆ Conducting accident investigations
- ◆ Inspecting designated work areas for safety hazards
- ◆ Correcting or having identified hazards corrected
- ◆ Observing and evaluating safe work practices

- ◆ Ensuring each employee has received adequate, job specific, safety training to perform work tasks as required
- ◆ Ensuring necessary employee personal protective equipment is properly worn and maintained
- ◆ Retraining employees who demonstrate unsafe practices or behaviors
- ◆ Stopping all work when identified hazards cannot be immediately corrected, and if needed, remove affected employees from the area
- ◆ Disciplining employees who repeatedly fail to comply with established policies and procedures
- ◆ Reinforcing the need for the proper use of personal protective equipment and making the proper equipment available
- ◆ Lockout/Tagout unsafe equipment until corrections or repairs have been made

Executive Assistant

The Executive Assistant is responsible for notifying the Deputy Superintendent of all accidents, processing accident reports, claims management and recording the minutes of the District Injury/Illness Prevention Committee meetings. These records must be kept for a minimum of 3 years. Records or materials to be retained, distributed, or posted include:

- ◆ Accident reporting
 - DWC-1 forms to the third-party administrator for the JPA
 - DWC-1 form for all medically treated accidents
- ◆ District Injury/Illness Prevention Committee meeting minutes to be distributed as follows:
 - Copy for retention in safety manual
 - Copies to District Injury/Illness Prevention Committee membership
 - Copy to be posted for all employees on electronic mail site for “All CUSD”
- ◆ Display postings as required by this program and Cal-OSHA regulations
- ◆ Employee safety training

Employees

- ◆ Understand the potential hazards associated with their job description
- ◆ Be familiar with the Safe Work Practices particular to their job
- ◆ Participate in safety training programs as required by CUSD
- ◆ Comply with the following:
 - Code of Safe Work Practices
 - Manufacturer’s Equipment Safety Rules (as required)
 - Personal Protective Equipment

- ◆ Report any known or suspected safety hazard to their supervisor without fear of reprisal
- ◆ Report any injury or illness they may experience or witness to their supervisor

INVESTIGATING INJURIES AND ILLNESS

Employees must report all workplace injuries to their immediate supervisor. Supervisors will ensure the employee receives the necessary and appropriate care. Supervisors are also to notify the Executive Assistant of any accident or injury as soon as possible. The supervisor will complete an Accident Investigation Report for all injuries requiring more than first aid because of the injury. The investigation report will include the following:

- ◆ Interviews with the injured employee and any witnesses
- ◆ Examination of the accident scene to determine cause of the accident
- ◆ Review training records of affected employees
- ◆ Review Safe Work Practices to ensure they were followed
- ◆ Corrective action to prevent this type of accident from occurring again
- ◆ Providing the Executive Assistant with a copy of the completed accident investigation

IN THE EVENT OF A SERIOUS INJURY

The Executive Assistant must report all serious injuries, other than those resulting from traffic accidents off the property, to Cal-OSHA within eight (8) hours of their occurrence.

Serious injuries include, fatalities, any loss of a body part, permanent disfigurement or any hospitalization of a period exceeding 24 hours (other than for observation).

The following individuals need to be **immediately** notified of a serious injury:

- ◆ Superintendent
- ◆ Deputy Superintendent
- ◆ Executive Assistant

SAFETY AND HEALTH TRAINING

The District Injury/Illness Prevention Committee, Supervisors, Deputy Superintendent, and Director of Human Resources will ensure appropriate training programs are developed and implemented in the event management is made aware of new hazards or new hazards are introduced into the workplace because of new substances, processes or equipment.

The Human Resources Department will ensure new hires receive the following training prior to beginning work:

- ◆ IIPP Orientation
- ◆ General Safety Rules
- ◆ Disciplinary Policy
- ◆ Hazard Communication Training
- ◆ Emergency Response Training

The Human Resources Department is responsible to properly file these training records in the employee's personnel file.

The Supervisor of each new hire will provide the following training prior to the employee beginning work:

- ◆ Job Specific Training
 - Code of Safe Work Practices
 - Personal Protective Equipment
 - Equipment-Specific Safety

The Site Injury/Illness Prevention Coordinator is responsible for retaining these training records on site.

Written documentation of the safety training is required. The document must include the name(s) of the person trained; the training date, and the type(s) of training provided and must be

signed by the trainer. The document will also include a section for follow-up validation by the Site Injury/Illness Prevention Coordinator.

Training records must be maintained in the employee's personnel file for the duration of their employment.

RECORDKEEPING AND DOCUMENTATION

Records must be maintained in a Safety Manual for a period of 3 years. Records maintained will include:

- ◆ Monthly Self-Inspection Checklist
- ◆ Accident Investigation Report
- ◆ Injury/Illness Prevention Committee Meeting Minutes
- ◆ Employee Safety Suggestion/Unsafe Condition reports

FOUR STEP INVESTIGATION PROCESS

The Basic Steps for Conducting an Accident Investigation

Gather Information	1. Secure the accident scene.
	2. Collect facts about what happened.
Analyze the Facts	3. Develop the sequence of events.
	4. Determine the surface and root causes.
Implement Solutions	5. Recommend improvements.
	6. Write the report.

The primary goal in Step 1 is to ensure the accident scene remains the same as it was at the time of the accident. Making sure investigators have an opportunity to document the scene before it changes, is critical to the quality of the investigation.

The methods used to secure the scene vary from case to case. In some cases, the scene will have to be secured to prevent others from entering for their own protection. In other cases, the scene may have to be entered to medical personnel to aid an injured person. Once the injured person is taken care of, someone should note any changes in the scene that took place, and this information should be given to the investigator.

Step 2 is to collect facts about what happened. The investigator should use various tools and techniques to collect pertinent information about the accident to determine the:

- ◆ Direct cause of the injury
- ◆ Hazardous conditions and unsafe employee/management behaviors (surface causes) that produced the accident
- ◆ System weaknesses (root causes) that produced the surface causes for the accident

In Step 3, the investigator organizes the information gathered in Step 2 so that the information helps determine the events prior to, during, and after the accident. The objective is to create a timeline that will help in the analysis of the facts.

There are several techniques that can be used to organize the information. One popular method is to write down each fact on a “post it” and then move the “post its” around on a board to form a sequence of events. A second method might be to categorize the facts on three pieces of paper labeled “Events prior to Accident,” “Events During Accident,”

and “Events After Accident,” for example. After all the events have been listed, they can be organized in a sequence or timeline.

Step 4 is the analysis phase of the investigation.

The occurrence of an injury invariably results from a completed sequence of factors, the last one of these being the accident itself. The accident in turn is invariably caused or permitted directly by the unsafe act of a person and/or a mechanical or physical hazard.

Behind every accident there are many contributing factors, causes, and sub causes. These factors combine in a random fashion causing accidents. We must find the fundamental root causes and remove them to prevent a recurrence.

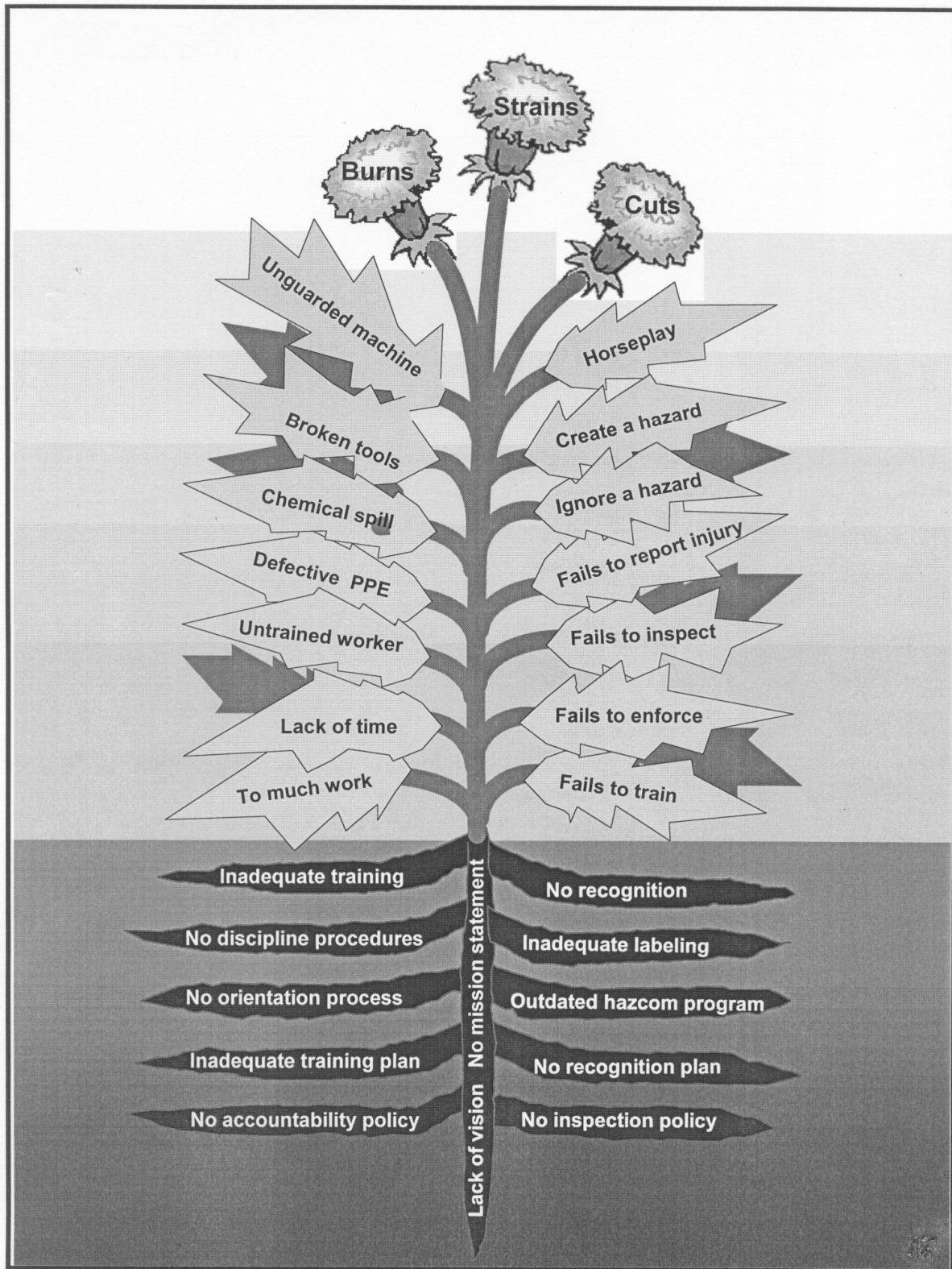
The “Accident Weed” is a visual aid that helps to understand the differences between surface and root causes, and conditions and practices. If the weed in the front yard is just snapped off at the surface, the weed will return. If the recommendation that comes from the analysis of the accident only addresses the surface causes, then a recurrence of the same accident is very likely.

DETERMINE THE CAUSE

Direct Cause of Injury - A harmful *transfer of energy* that produces injury to illness.

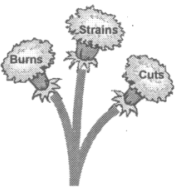
Surface Causes of Accident – *Specific hazardous conditions* or *unsafe behaviors* that result in an accident.

Root Causes of the Accident – *Common behaviors and conditions* that ultimately result in an accident.



The causes of Injury, Illness and Accidents

1. Direct Cause of Injury



- The direct cause is always a harmful transfer of energy
 - Energy may take the form of:
 - ✓ Acoustic - excessive noise and vibration
 - ✓ Chemical - corrosive, toxic, flammable, or reactive substances
 - ✓ Electrical - low/high voltage, current
 - ✓ Kinetic - energy transferred from impact
 - ✓ Mechanical - associated with components that move
 - ✓ Potential - involves "stored energy" in objects that are under pressure
 - ✓ Radiant - ionizing and non-ionizing radiation
 - ✓ Thermal - excessive heat, extreme cold.
 - Safety engineer attempt to eliminate or reduce sources of harmful energy
-
-

2. Surface Causes of the Accident



- They are specific/unique hazardous conditions and/or unsafe actions
 - They may directly produce or indirectly contribute to the accident
 - They May exist/occur at any time and at any place in the organization
 - They may involve the actions of the victim and/or others
 - They may or may not be controllable by management
-
-

3. Root Causes of the Accident



- Flaws in design and/or failure to carry out safety policies, programs, plans, processes, procedures, practices (the 6-P's)
 - They pre-exist surface causes
 - They result in common and/or repeated hazards
 - They are under control of management
 - They can occur any time and anywhere
-
-

The Accident Weed

This is the often-used "Accident Weed." It is a pictorial representation of the idea that it is important to address more than just the "hazardous conditions" and "hazardous practices" that are identified as these are "surface causes." Unless the "Root Causes" or "System Failures" are identified and addressed, you will continue doing a band-aid fix of symptoms that will keep reappearing repeatedly.

It is demoralizing to the Site IIP Committee members when they spend all their time completing work orders rather than analyzing why multiple occurrences of similar hazardous conditions and/or hazardous practices keep surfacing. Once the system failures are addressed, you will see a dramatic drop in the identified surface causes.

Any time you see the same issue more than once, in more than one location, or which continues to reappear inspection after inspection, it should tell you there is a root cause that has not yet been identified and corrected.

An accident is not always unplanned. Through poor system design, accidents may be unintentionally planned. If intentionally planned that is criminal. Direct cause of injury is the harmful transfer of energy. Indirect cause of injury may be categorized into primary and contributing surface causes. Primary surface causes occur at or very close to the injury event. A secondary surface cause is more distant in time and location and may involve employees at any level of the organization.

Basic causes are those root causes that represent inadequate design and implementation of safety policies, plans, programs, processes, procedures, and practices. They are the system weaknesses that produce the contributing and primary surface causes. For instance:

- ◆ An unguarded machine may have been caused by a maintenance employee not replacing the guard a week before the injury event. Why?
- ◆ Because a supervisor told him to hurry. Why?
- ◆ Because the supervisor had not received any safety training. Why?
- ◆ Because the company doesn't train supervisors. Why?
- ◆ Because the safety training plan does not include supervisor safety training. Why?
- ◆ Because the training program policy only addresses employee safety.

FORMS OF ENERGY THAT DESCRIBE THE DIRECT CAUSE OF INJURY

1. **MECHANICAL ENERGY** - components that cut, crush, bend, shear, pinch, wrap, pull, and puncture because of rotating, traversing, or reciprocating motion.
2. **ELECTRICAL ENERGY** - low voltage electrical hazards (below 440 volts) and high voltage electrical hazards (above 440 volts).

3. **CHEMICAL ENERGY** - corrosive, toxic, flammable, or reactive (involving a release of energy ranging from "not violent" to "explosive" and "capable of detonation"). Toxics include poisonous plants, dangerous animals, biting insects and disease carrying bacteria, etc.
4. **KINETIC (IMPACT) ENERGY** - collision of objects in relative motion to each other including impact of a moving object against a stationary object, falling objects, flying objects, and flying particles.
5. **POTENTIAL (STORED) ENERGY** - sudden unexpected movement due to gravity, pressure, tension, or compression.
6. **THERMAL ENERGY** - extreme or excessive heat, extreme cold, sources of flame ignition, flame propagation, and heat related explosions.
7. **ACOUSTIC ENERGY** - excessive noise and vibration.
8. **RADIANT ENERGY** - relatively short wavelength energy forms within the electromagnetic spectrum including the potentially harmful characteristics of radar, infrared, visible, microwave, ultra-violet, x-ray, and ionizing radiation.
9. **ATMOSPHERIC, GEOLOGICAL, OCEANOGRAPHIC ENERGY** - Atmospheric weather circumstances such as wind and storm conditions, geological structure characteristics such as underground pressure or the instability of the earth's surface, and oceanographic currents, wave action, etc.

Getting to the root cause and making recommendations that will address weaknesses in the system can be very difficult and at times intimidating to Site IIP Committee members. These root causes oftentimes have to do with the culture in the workplace. Perceptions at the top may not be what they are at the bottom. Actions taken may not reflect the desired outcomes. A lax attitude may be fed by unclear company goals and objectives. Priorities based on operations may pressure employees to take short cuts or supervisors to accept inappropriate behaviors.

Sometimes a long-term plan will need to be developed to address the deeply rooted problems. Surveys of management, supervisors, and employees can help the Site IIP Committee to understand the weakness. Patience, perseverance, and understanding are the keys.

Making system improvements might include some of the following:

- ◆ Writing a comprehensive safety and health plan
- ◆ Improving a safety policy so it clearly establishes responsibility and accountability
- ◆ Changing a training plan so that the use of checklists are taught

- ◆ Revising purchasing policy to include safety considerations as well as cost
- ◆ Changing the safety inspection process to include all supervisors and employees

CORRECTION ACTIONS – HIERARCHY OF CONTROLS

Engineering Controls

Remove or Reduce the Hazard

- ◆ Eliminates or reduces the severity of the hazard itself through initial design and redesign, enclosure, substitution, replacement, and other engineering changes
- ◆ Major strengths: Eliminates the hazard itself. Does not rely solely on human behavior for effectiveness
- ◆ Major weakness: May not be feasible if controls present long-term financial hardship

Management Controls

Remove or Reduce the Exposure

- ◆ Reduce the duration, frequency, and severity of exposure to hazards primarily through: (1) changes and work procedures and practices; (2) schedule, job rotation, and breaks
- ◆ Major weakness: Relies on: (1) appropriate design and implementation of controls; and (2) appropriate employee behavior

Personal Protective Equipment (PPE)

Put Up a Barrier

- ◆ Equipment for personal use that presents a barrier between employee and hazard
- ◆ Major weakness: Relies on: (1) appropriate design and implementation of controls; and (2) appropriate employee behavior

CONTROLLING HAZARDS

Hazard + Exposure = Accident

Engineering Controls

Engineering controls consist of substitution, isolation, ventilation, and equipment modification. These controls focus on the source of the hazard, unlike other types of controls that generally focus on the employee exposed to the hazard. The basic concept behind engineering controls is that, to the extent feasible, the work environment and the job itself should be designed to eliminate hazards or reduce exposure to hazards.

Engineering controls are based on the following broad principles:

If feasible, design the facility, equipment, or process to remove the hazard and/or substitute something that is not hazardous or is less hazardous.

- ◆ Redesigning, changing, or substituting equipment to remove the source of excessive temperatures, noise, or pressure
- ◆ Redesigning a process to use fewer toxic chemicals
- ◆ Redesigning a workstation to relieve physical stress and remove ergonomic hazards
- ◆ Designing general ventilation with sufficient fresh outdoor air to improve indoor air quality and generally to provide a safe, healthful atmosphere

If removal is not feasible, enclose the hazard to prevent exposure in normal operations.

- ◆ Complete enclosure of moving parts of machinery
- ◆ Complete containment of toxic liquids or gases
- ◆ Glove box operations to enclose work with dangerous microorganisms, radioisotopes, or toxic substances
- ◆ Complete containment of noise, heat, or pressure-producing processes

Where complete enclosure is not feasible, establish barriers or local ventilation to reduce exposure to the hazard in normal operations. Examples include:

- ◆ Ventilation hood in laboratory work
- ◆ Machine guarding, including electronic barriers
- ◆ Isolation of a process in an area away from employees, except for maintenance work
- ◆ Baffles used as noise-absorbing barriers

Management Controls

Hazard + Exposure = Accident

Any procedure that significantly limits daily exposure by control or manipulation of the work schedule or way work is performed is considered a means of management control.

Management controls may result in a reduction of exposure through such methods as changing work habits, improving sanitation and hygiene practices, or making other changes in the way the employee performs the job. The use of personal protective equipment is not considered a means of management control.

Some of the general practices are very general in their applicability. They include housekeeping activities such as:

- ◆ Removal of tripping, blocking, and slipping hazards
- ◆ Removal of accumulated toxic dust on surfaces
- ◆ Wetting down surfaces to keep toxic dust out of the air

Other safe work practices apply to specific jobs in the workplace and involve specific procedures for accomplishing a job. To develop these procedures, you conduct a job hazard analysis.

Measures aimed at reducing employee exposure to hazard by changing work schedules. Such measures include:

- ◆ Lengthened rest breaks
- ◆ Additional relief employees
- ◆ Exercise breaks to vary body motions
- ◆ Rotation of employees through different jobs

Personal Protective Equipment (PPE)

Hazard + Exposure = Accident

When exposure to hazards cannot be engineered completely out of normal operations or maintenance work, and when safe work practices and administrative controls cannot provide sufficient additional protection from exposure, personal protective clothing and/or equipment may be required.

PPE includes such items as:

Face shields	Steel-toed shoes	Safety glasses	Hard hats
Knee guards	Leather aprons	Mesh gloves	Life jackets
Respirators	Earmuffs	Safety goggles	Harness

Interim Measures

When a hazard is recognized, the preferred correction or control cannot always be accomplished immediately. However, in virtually all situations, interim measures can be taken to eliminate or reduce employee risk. These can range from taping down wire that pose a tripping hazard to shutting down an operation temporarily. The importance of taking these interim protective actions cannot be overemphasized. There is no way to predict when a hazard will cause serious harm, and no justification to continue exposing employees unnecessarily to risk.

EDUCATION AND TRAINING

Education tells Why.
Training shows How.
Experience improves skills.
Accountability sustains behavior.

STEPS IN CAUSE ANALYSIS

Analyze the injury event to identify and describe the direct cause of injury.

Examples:

- ◆ Laceration to right forearm resulting from contact with rotating saw blade.
- ◆ Contusion from head striking against/impacting concrete floor.

Analyze events occurring just prior to the injury event to identify those conditions and behaviors that caused the injury (primary surface causes) for the accident.

Examples:

- ◆ Unguarded saw blade
- ◆ Working at elevation without proper fall protection

Analyze conditions and behaviors to determine other specific conditions and behaviors (contributing surface causes) that contributed to the accident.

Examples:

- ◆ Supervisor not performing weekly area safety inspection
- ◆ Fall protection equipment missing

Analyze each contributing condition and behavior to determine if weaknesses in carrying out safety policies, programs, plan, processes, procedures, and practices (inadequate implementation) exist

Examples:

- ◆ Safety inspections are being conducted inconsistently
- ◆ Safety is not being adequately addressed during new employee orientation

Determine implementation flaws to determine the underlying design weaknesses

Examples:

- ◆ Inspection policy does not clearly specify responsibility by name or position
- ◆ No fall protection training plan or process in place

ACCIDENT REPORT

E M P L O Y E R	1. FIRM NAME Coronado Unified School District			1A. POLICY NUMBER 63			
	2. MAILING ADDRESS (Number and Street, City, ZIP) 1130 Fifth Avenue, Chula Vista CA 91911			2A. PHONE NUMBER (619)585-4420			
	3. LOCATION, IF DIFFERENT FROM MAILING ADDRESS (Number and Street, City, ZIP)			3A. LOCATION CODE			
	4. NATURE OF BUSINESS, e.g., painting contractor, wholesale grocer, sawmill, hotel, etc. Education		5. STATE UNEMPLOYMENT INSURANCE ACCT. NUMBER				
	6. TYPE OF EMPLOYER SCHOOL OTHER <input type="checkbox"/> PRIVATE <input type="checkbox"/> STATE <input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input checked="" type="checkbox"/> DIST. <input type="checkbox"/> GOVT. SPECIFY _____						
	E M P L O Y E E	7. EMPLOYEE NAME		8. SOCIAL SECURITY NUMBER		9. DATE OF BIRTH (mm dd yy)	
10. HOME ADDRESS (Number and Street, City, ZIP)				10A. PHONE NUMBER			
11. SEX <input type="checkbox"/> MALE <input type="checkbox"/> FEMALE		12. OCCUPATION (Regular job title – NO initials, abbreviations or numbers)			13. DATE OF HIRE (mm dd yy)		
14. EMPLOYEE USUALLY WORKS hours per day _____ days per week _____ total weekly hours _____		14A. EMPLOYMENT STATUS (check applicable status at time of injury) regular full-time _____ part-time _____ temporary _____ seasonal _____			14B. Under what class code of your policy were wages assigned?		
15. GROSS WAGES/SALARY \$ _____ PER _____		16. OTHER PAYMENTS NOT REPORTED AS WAGES/SALARY (e.g., tips, meals, lodging, overtime, bonuses, etc.)? <input type="checkbox"/> YES \$ _____ PER _____ <input type="checkbox"/> NO					
I N J U R Y O R I L L N E S S	17. DATE OF INJURY OR ONSET OF ILLNESS (mm dd yy)		18. TIME INJURY ILLNESS OCCURRED _____ A.M. _____ P.M.		19. TIME EMPLOYEE BEGAN WORK _____ A.M. _____ P.M.		
	21. UNABLE TO WORK FOR AT LEAST ONE FULL DAY AFTER DATE OF INJURY? <input type="checkbox"/> YES <input type="checkbox"/> NO		22. DATE LAST WORKED (mm dd yy)		23. DATE RETURNED TO WORK (mm dd yy)		
	25. PAID FULL WAGES FOR DAY OF INJURY OR LAST DAY WORKED? <input type="checkbox"/> YES <input type="checkbox"/> NO		26. SALARY BEING CONTINUED? <input type="checkbox"/> YES <input type="checkbox"/> NO		27. DATE OF EMPLOYER'S KNOWLEDGE NOTICE OF INJURY/ILLNESS (mm dd yy)		
					28. DATE EMPLOYEE WAS PROVIDED EMPLOYEE CLAIM FORM (mm dd yy)		
	29. SPECIFIC INJURY/ILLNESS AND PART OF BODY AFFECTED, MEDICAL DIAGNOSIS, if available, e.g., second degree burns on right arm, tendonitis of left elbow, lead poisoning.						
	30. LOCATION WHERE EVENT OR EXPOSURE OCCURRED (Number and Street, City)			30A. COUNTY		30B. ON EMPLOYER'S PREMISES? <input type="checkbox"/> YES <input type="checkbox"/> NO	
	31. DEPARTMENT WHERE EVENT OR EXPOSURE OCCURRED, e.g., shipping department, machine shop.				32. OTHER WORKERS INJURED/ILL IN THIS EVENT? <input type="checkbox"/> YES <input type="checkbox"/> NO		
	33. EQUIPMENT, MATERIALS AND CHEMICALS THE EMPLOYEE WAS USING WHEN EVENT OR EXPOSURE OCCURRED, e.g., acetylene, welding torch, farm tractor, scaffold.						
34. SPECIFIC ACTIVITY THE EMPLOYEE WAS PERFORMING WHEN EVENT OR EXPOSURE OCCURRED, e.g., welding seams of metal forms, loading boxes onto truck							
35. HOW INJURY/ILLNESS OCCURRED. DESCRIBE SEQUENCE OF EVENTS. SPECIFY OBJECT OR EXPOSURE WHICH DIRECTLY PRODUCED THE INJURY/ILLNESS, e.g., worker stepped back to inspect work and slipped on scrap material. As he fell, he brushed against fresh weld and burned right hand. USE SEPARATE SHEET IF NECESSARY.							
36. NAME AND ADDRESS OF PHYSICIAN (Number and Street, City, ZIP)				36A. PHONE NUMBER			
37. IF HOSPITALIZED AS AN INPATIENT, NAME AND ADDRESS OF HOSPITAL (Name and Street, City, ZIP)				37A. PHONE NUMBER			
COMPLETED BY (type or print)			SIGNATURE		TITLE		
					DATE		

ACCIDENT INVESTIGATION REPORT

GATHER INFORMATION / DETERMINE THE FACTS:
Was the employee made aware of the hazards and the proper Safe Work Practices associated with the task prior to the accident? <input type="checkbox"/> YES <input type="checkbox"/> NO
What workplace condition, work practice or lack of protective equipment contributed to the accident?
INTERVIEW WITNESSES:
Witness Name: _____ Statement Obtained? <input type="checkbox"/> YES <input type="checkbox"/> NO Date: _____
Can the witness describe the proper Safe Work Practices to prevent injury? <input type="checkbox"/> YES <input type="checkbox"/> NO
Is this policy enforced? <input type="checkbox"/> YES <input type="checkbox"/> NO Was the supervisor aware of this information? <input type="checkbox"/> YES <input type="checkbox"/> NO
Have they observed the injured employee or other employees performing this procedure prior to the injury? <input type="checkbox"/> YES <input type="checkbox"/> NO Was it being performed correctly at that time? <input type="checkbox"/> YES <input type="checkbox"/> NO
ANALYZE THE INFORMATION:
Was a mandatory Safe Work Practice Violated? <input type="checkbox"/> YES <input type="checkbox"/> NO
EMPLOYEE TRAINING AND RECORDS REVIEW:
How was the employee instructed to perform the job correctly? <input type="checkbox"/> New Hire Orientation <input type="checkbox"/> Safe Work Practices <input type="checkbox"/> Manuals <input type="checkbox"/> Verbally <input type="checkbox"/> Videos <input type="checkbox"/> Post Accident
Safety Topic: _____ Instructor: _____ Date Trained: _____
DETERMINE THE CAUSES:
Were the proper tools or materials available to perform the job correctly? (PPE, Ladders, Cutters, etc.) <input type="checkbox"/> YES <input type="checkbox"/> NO Were they accessible/used? <input type="checkbox"/> YES <input type="checkbox"/> NO
Was the accident the result of the following? <input type="checkbox"/> Safe Work Practice Violation <input type="checkbox"/> PPE Violation <input type="checkbox"/> Other: _____
DETERMINE THE CORRECTIVE ACTIONS:
Has this accident identified any areas in need of additional focus? <input type="checkbox"/> YES <input type="checkbox"/> NO What focus is required?
Describe the Safe Work Practice or conditions that could have prevented this accident:
Which groups require additional training or communication of these Safe Work Practices? <input type="checkbox"/> Individual Employee <input type="checkbox"/> Employee's Supervisor <input type="checkbox"/> All Department Employees <input type="checkbox"/> All Branch Employees
Specifically, what retraining elements are recommended?
IMPLEMENT THE CORRECTIVE ACTIONS:
What <u>ACTION(S)</u> can be implemented to prevent a similar accident?
Communication Method: _____ Assigned To: _____ Target Date: _____
ACCIDENT INVESTIGATION COMPLETED BY:
Employee's Supervisor: _____ Date: _____
FOLLOW-UP DOCUMENTATION:
Injured employee and department retraining completed on: _____ Trainer: _____
ACCIDENT INVESTIGATION APPROVED AND REVIEWED BY:
Site IIP Coordinator: _____ Date: _____ Or Principal

SITE INJURY/ILLNESS PREVENTION (IIP) COMMITTEES

Employee Involvement

Effective safety and health programs involve employees who have a stake in the program's success. One of the best ways to involve employees is through a Site IIP Committee: a group of employees—representing labor and management that is responsible for promoting workplace safety and health. Employees can volunteer to be part of the committee or their peers can elect them.

A. Purpose

One of the primary purposes for having a Site IIP Committee is to “assist the employer and make recommendations for change.” The reasons why an employer may need assistance can vary greatly from employer to employer. In most cases, the greatest assistance a Site IIP Committee can provide is to get answers to questions that the employer will need to take effective corrective action. Questions could include but are not limited to the following:

- ◆ How serious is the problem?
- ◆ How many people does it affect?
- ◆ What will it take to correct it?
- ◆ How much will it cost and what is the justification for capital expenditure?
- ◆ When can corrective action be taken with the least amount of interruption?
- ◆ Who can make the change?
- ◆ Will any training be needed as a result of the change?

As indicated, the hierarchy of control strategies is similar for hazard control and the control of surface and root causes identified as the result of an accident investigation. In fact, many safety professionals believe that the same six-step investigation process should occur for both.

Involvement in the Site IIP Committee

The Site IIP Committee has a definite role to play and important purposes to fulfill in helping ensure successful employee involvement. Your “purpose” may be thought of as what you intend to do. Your “role” describes who you are. If members of the Site IIP Committee do not clearly understand their purposes and role, their well-intended actions may actually hurt the very system they are trying to help succeed.

What Can the Site IIP Committee do to Increase Employee Involvement in Safety?

The Site IIP Committee needs to generate positive consequences. They need to help the employer develop a culture that supports active participation in the Site IIP Committee. There are many ways to develop positive consequences. Remember, the members define what are positive and negative consequences.

What Can the Site IIP Committee do to Help the Employer Manage Safety Programs?

They can, in addition to identifying and correcting hazards, critically evaluate and help the employer improve the safety management system...improving written plans, processes, procedures, etc.

B. Successful Elements

The purpose of a Site IIP Committee is to bring employees and management together in a non-adversarial, cooperative effort to promote safety and health in each workplace. A Site IIP Committee assists the employer and makes recommendations for change.

Key Elements of Successful Site IIP Committee

A good committee:

- ◆ Is well organized
- ◆ Has clearly defined purposes or goals
- ◆ Has realistic and measurable objectives and completion dates
- ◆ Knows the extent of its authority
- ◆ Follows established procedures
- ◆ Is supported by employer, CEO, and management in terms of time, effort, and money
- ◆ Clearly defines members' roles, responsibilities, functions, and duties
- ◆ Provides an environment for employee input
- ◆ Keeps well-documented written minutes and notes

C. Preparing for the Meeting

Meeting management means “organized” and “functional.” The agenda becomes the road map and needs to be clear to all. Respect for other’s opinions, ideas, and perceptions sets the tone. Commitment to do what is needed becomes the motivation. The Site IIP Committee will only be as strong as its weakest member. Meetings that focus only on the strongest members input will not be as successful as ones that encourage participation of all the members. Meetings need to include training that will

improve the member's understanding of safety and health and strengthen their meeting skills.

A Site IIP Committee that lacks credibility will not be able to achieve the desired results. Meetings with no ground rules or organization, members with hidden agendas, and debates with no resolution must be avoided. Ineffective methods of communication that prevent safety and health issues from being conveyed to the managers, supervisors, and employees must be improved. The employees need to be involved and recognized especially when their needs and ideas lead to improved safety and health. These are just a few of the issues that will need to be addressed early in the life of the Site IIP Committee.

The purpose of a Site IIP Committee is to bring employees and management together in a non-adversarial, cooperative effort to promote safety and health in each workplace. A Site IIP Committee assists the employer (mainly through the activities in the Site IIP Committee meeting) and makes recommendations for change.

Build the Agenda

- ◆ Transfer old business
- ◆ Request input from members
- ◆ Incorporate new business topics
- ◆ State objectives
- ◆ Develop training minutes
- ◆ Gather supportive materials

Distribute the Agenda

- ◆ To all committee members
- ◆ Post copy for employee review
- ◆ Copy in Safety Manual

The Site IIP Coordinator should direct group discussion while adhering to the agenda. If the agenda can be given to all members in advance (three days, at least), members will arrive at the meeting better prepared. The agenda will also remind members of their responsibilities if their reports are part of the agenda.

A standard agenda form can be developed by the Site IIP Committee to fit its own needs. The agenda should be attached to meeting minutes for distribution or posting.

Limit the agenda to one page and include the following: Date of meeting, location, starting and ending times (2-3 p.m., for example), topics to be discussed, special guests or speakers.

D. Developing the Solution

What is an Effective Recommendation?

When recommendations are not acted upon it may be that the decision-maker does not have enough information. Anticipate the questions that the decision-maker must answer to sign off on the requested change. The more pertinent information included, the higher the odds are for approval.

The best recommendations answer five key questions:

- 1. What exactly is the problem (surface and related root causes)?**
 - ◆ Hazardous condition, unsafe and/or inappropriate practices and actions
 - ◆ Inadequate policies, programs, plans, processes, procedures, and pronouncements
- 2. What is the history of the problem. Any similar accidents in the past?**
 - ◆ What were the direct and indirect costs?
- 3. What are the options that would correct the problem? These options must address the hazards and the exposures.**
 - ◆ Low/high-cost solutions that eliminate or the problem now/soon
 - ◆ What are the advantages and disadvantages of each solution?
- 4. Who is the decision maker? What is important to him or her?**
 - ◆ What are possible objections the decision maker might raise?
 - ◆ What arguments are most likely to be successful against those objections?
- 5. What will be gained (the benefits) by approving the recommendation and what is the predictable result (costs) if not approved?**
 - ◆ Estimate costs of corrective action
 - ◆ Review employer obligations under administrative law.
 - ◆ Address probability and severity
 - ◆ Estimate insured and uninsured costs if corrective action not taken.

- ◆ Discuss the “message” sent to the workforce as a result of action or inaction.

E. Implementing the Solution

Your work in problem solving is not done once you have gained agreement on the solution. In fact, your problem(s) may just be starting. Implementing the solution to problems that require reorganization, and changes in processes, procedures, policies, and corporate culture requires an understanding of the dynamics of change and transition.

Change

- ◆ Is external
- ◆ Is usually threatening
- ◆ New boss, new procedures, new products
- ◆ Will not succeed without successful transition

Transition

- ◆ Is internal
- ◆ Psychological process to adapt to change
- ◆ Involves changes in behavior, performance

Phases of Transition

- ◆ Phase One. Letting go. Ending the old order. Unfreeze old behavior. Acceptance.
- ◆ Phase Two. Adapting. Searching for new identity. Limbo. Neutral zone. Learning new behaviors, performance
- ◆ Phase Three. Grabbing hold. A new beginning. Refreeze new behavior. Acceptance.

F. Consensus

Define consensus: **“Everyone believes their ideas got presented. They all agree to support the decision but may personally have preferred another outcome.”** It means not going out and undermining or bad-mouthing the recommendation.

Consensus is just one process that can be used in problem solving. The important thing is that the group agrees on the process that will be used and the outcome they need to achieve. Different levels of group support are needed for different decisions. Just be sure that the process is decided ahead of time and that thought is given to meeting the needs of both content oriented and process-oriented participants. You will get the best results and control frustration of group members if you attend to both personality types.

Examples of Answers

Because they process information differently and may see things the other one doesn't. For instance, one person may have a very creative solution to a problem, but they need the help of someone who is more content-oriented to help present the idea in a way that makes sense to the decision-maker.

Committees will have different personality types with different needs. If you don't meet the needs of some individuals to "get to a solution" while also meeting the needs of people who need to go through a thoughtful "process", you may find it impossible to agree on any solutions and will find the committee doesn't get any decisions made.

G. Conflict Resolution

Some conflict can be addressed through ground rules. This is a somewhat "impersonal" way to deal with problem behavior. Usually, the group itself will identify a rule that will address problem behavior without having to point out the individual who is displaying the inappropriate behavior.

Some behavior can be addressed using a "Parking Lot" which is a sheet of paper to record ideas for a later agenda, which are outside the influence of the Site IIP Committee, which need further research, should be directed elsewhere, etc. Discussion can occur outside the meeting time between the Site IIP Coordinator and the person whose idea was placed in the "Parking Lot" about what needs to occur to resolve the issue.

If an individual continues to disrupt the group, try one-on-one communication with the person. Addressing problem behavior in a group setting can backfire if it is not done with significant thought and planning.

Provide the group with an opportunity to share any strategies they have used or seen that seemed to work well when dealing with disruptive members or non-participants.

Disruptive Members

- ◆ Look at the motives - no matter what the motive, fear is usually the root emotion driving the outward behavior.
 - Start an argument
 - Need to be center of attention
 - Self-appointed interpreters
 - Genius mentalities
 - Overly emotional/excited
 - Control

- ◆ When a problem member disrupts the meeting, you should:
 - Acknowledge the behavior by describing it **without evaluation**. “**I see you do not agree with what’s just been said, is that right?**”
 - Legitimize the **validity of the feelings** behind the behavior: “..and you may have a good point.” I know how you feel...I have felt that way myself...but I have found that...
 - Gain **agreement to defer any decisions**: “Are you willing to let others express their opinions on the matter?” If the disruptive member does not agree to defer, then intervene gradually. Start with subtle, unthreatening approach. However, if unsuccessful, then proceed to:
 - Thank him/her, and move on to next person
 - Close to his/her location (invade space) and confidently thank him/her. Move on
 - Restate ground rules. If he/she can’t comply, they are free to leave
 - Take person aside for private conversation

- ◆ What about the non-participant?
 - Shy
 - Attitude
 - Lack of confidence

H. Importance of Follow-Up

Follow-up with members to see what worked... what did not

- ◆ Respond to concerns discussed
- ◆ Keep in contact with members
- ◆ Discuss assignments - are they being accomplished?
- ◆ Get feedback on meeting
- ◆ Make sure minutes are promptly typed, posted, and distributed
- ◆ Thank members who attended
- ◆ Brief members who were absent
- ◆ Place unfinished business on agenda for next meeting

Adopt, abandon, or revise

- ◆ Analyze the process

- Adopt what worked
- Abandon or revise what did not
- ◆ Respond to concerns raised
- ◆ Make changes

**INJURY/ILLNESS PREVENTION
MEETING MINUTES**

Site

Date

ATTENDEES				
Position	Signature	Position	Signature	
Principal		Learning Center		
Site IIP Coordinator		Certificated Employee		
Head Custodian		Classified Employee		
Food Service Manager				
ACCIDENT EVALUATION				
Date	Incident	Corrective Actions Implemented	Number Affected/ Required	Number Trained
		<input type="checkbox"/> Yes <input type="checkbox"/> No		
		<input type="checkbox"/> Yes <input type="checkbox"/> No		
		<input type="checkbox"/> Yes <input type="checkbox"/> No		
UNFINISHED BUSINESS				
Previous Recommendations		Assigned To	Target Date	
SELF-INSPECTIONS/OBSERVATIONS				
Site IIP Coordinator's Self Inspection Checklist		Total Marked "No"	Total Corrected	
NEW BUSINESS				
Discrepancy			Assigned To	Target Date

Injury/Illness Prevention Meeting Minutes (continued)

EMPLOYEE SAFETY SUGGESTION/UNSAFE CONDITIONS FORM			
Suggestion	Submitted By	Feasible?*	Follow-Up With Employee?
<i>*If Yes:</i>			
Assigned To	Target Date	Completion Date	
EMPLOYEE TRAINING COMPLETED			
Subject	Reason Code*	Number Affected/ Required	Number Trained
*REASON CODE: 1 – Post Accident 2 – Inspection Deficiency 3 – Training Requirement 4 – District IIP Bulletins			

I have reviewed this Injury/Illness Prevention Committee Meeting Minutes and am taking the necessary steps to improve/correct any deficiencies documented.

Principal

Date

Copies:

- Assistant Principal Date: _____
- IIP Manual Date: _____
- Executive Assistant Date: _____
- Posting Date: _____

**INJURY/ILLNESS PREVENTION
MEETING MINUTES**

Site

Date

ATTENDEES				
Position	Signature	Position	Signature	
Principal	(SIGNATURE OF ATTENDEES)	Learning Center		
Site IIP Coordinator		Certificated Employee		
Head Custodian		Classified Employee		
Food Service Mgr.				
ACCIDENT EVALUATION				
Date	Incident	Corrective Actions Implemented	Number Affected/ Required	Number Trained
	(LIST ALL ACCIDENTS SINCE LAST MEETING DATE)	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	(DISCUSS CORRECTIONS AND ANY NEW TRAINING PLANS)	<input type="checkbox"/> Yes <input type="checkbox"/> No		
		<input type="checkbox"/> Yes <input type="checkbox"/> No		
UNFINISHED BUSINESS				
Previous Recommendations		Assigned To	Target Date	
(INCOMPLETE ITEMS FROM LAST INJURY/ILLNESS PREVENT. COMMITTEE MINUTES)		(REASSIGN PER DIRECTION OF ASSISTANT PRINCIPAL)		
SELF-INSPECTIONS/OBSERVATIONS				
Site IIP Coordinator's Self Inspection Checklist		Total Marked "No"	Total Corrected	
NEW BUSINESS				
Discrepancy			Assigned To	Target Date
(ANY BUSINESS BROUGHT UP TO THE COMMITTEE BY ANY MEMBER)				

Injury/Illness Prevention Meeting Minutes (continued)

EMPLOYEE SAFETY SUGGESTION/UNSAFE CONDITIONS FORM			
Suggestion	Submitted By	Feasible?*	Follow-Up With Employee?
(DISCUSS SUGGESTIONS AND DECIDE WHAT ACTION TO TAKE)			
(ASSIGN RESPONSIBILITY AND TARGET DATE)			
(POST SUGGESTIONS AND RESPONSES ON EMPLOYEE BULLETING BOARD)			
(REPLY TO EMPLOYEE REGARDLESS OF DECISION)			
*If Yes:			
Assigned To	Target Date	Completion Date	
EMPLOYEE TRAINING COMPLETED			
Subject	Reason Code*	Number Affected/Required	Number Trained
(ANY TRAINING COMPLETED SINCE LAST MEETING DATE)			
*REASON CODE: 1 – Post Accident 2 – Inspection Deficiency 3 – Training Requirement 4 – District IIP Bulletin			

I have reviewed this Injury/Illness Prevention Committee Meeting Minutes and am taking the necessary steps to improve/correct any deficiencies documented.

(THE PRINCIPAL MUST SIGN OFF ON ALL INJURY/ILLNESS PREVENTION COMMITTEE MINUTES)

Principal _____

Date _____

Copies:

- Assistant Principal Date: _____
- IIP Manual Date: _____
- Executive Assistant Date: _____
- Employee E-Mail Date: _____

INJURY/ILLNESS PREVENTION MEETING MINUTES INSTRUCTION SHEET

ATTENDEES

All attendees sign sheet next to their job title.

ACCIDENT EVALUATION

List all the accidents for the last period. (The last period is from the date of the last Injury/Illness Prevention Meeting.)

Were the corrective actions from the Accident Investigation Report implemented?

How many employees needed to be retrained because of this Accident Investigation?

How many employees were retrained?

HELPFUL HINTS: This section should be filled out prior to the meeting. If you had no accidents - you have nothing to discuss. If all corrective actions have been implemented and all employees have been retrained - you have nothing to discuss. If you have done none of the above, you will need to discuss each accident in detail.

UNFINISHED BUSINESS

List all the items from the last Injury/Illness Prevention Meeting Minutes that have not been completed. Record all uncompleted items from the following sections of the last Injury/Illness Prevention Meeting Minutes Form: Unfinished Business; Self-Inspections and New Business.)

Reassign if necessary and determine new target completion date.

HELPFUL HINTS: This section should be filled out prior to the meeting. If all items have been completed - you have nothing to write in and nothing to discuss. Otherwise, determine whether to reassign responsibility to another individual and determine a new target completion date.

SELF-INSPECTION/OBSERVATIONS

Reassign if necessary and determine new target completion date.

Note the total numbers of corrections needed on the last Self-Inspection Checklist and the total number of items corrected.

HELPFUL HINTS: This section should be filled out prior to the meeting. If all items have been completed - write in the number of deficiencies and the number of corrections and have nothing to discuss. Otherwise, you need to determine whether to reassign responsibility to another individual and determine a new target completion date.

NEW BUSINESS

This section is for any items brought to the attention of any committee member by other employees or items the member feels important to discuss.

Assign responsibilities for completion as appropriate and determine target completion date.

EMPLOYEE SAFETY SUGGESTION/UNSAFE CONDITIONS FORM

List all suggestions put into the Safety Suggestion Box for the last period. Record the submission. Decide the feasibility of the suggestion. Assign responsibility for target date and completion dates if you are going to act on suggestion. Follow up with the employee who made suggestion. Post copy of completed suggestion form (if action to be taken is positive or negative) on employee bulletin board.

HELPFUL HINT: The “Suggestions” and “Submitted By” columns can be filled in prior to the meeting.

EMPLOYEE TRAINING COMPLETED

List any training that has been conducted in the last period. (List the name of the training course, choose the appropriate reason code, the number of employees that need to be trained, and the number of employees that were trained.)

The Principal reviews, dates and signs off on the minutes.

The Site IIP Coordinator distributes the minutes as indicated.

HELPFUL HINTS: This section should be filled out prior to the meeting. If no training took place, you have nothing to record or discuss. If all the training has been completed, record the training but have nothing to discuss during the meeting.

WORKERS' COMPENSATION PROCEDURES

When an injury is reported:

Determine if injury requires more than first aid care (refer employee to school nurse when possible). If no medical treatment or first aid is needed, complete the Incident/First Aid form ONLY. (**Accident/Injury/Investigation report and DWC-1 ARE NOT NEEDED.**)

If injury requires more than first aid provide employee with:

- I. Medical Service Order to an Approved Medical Facility and DWC-1 Employees Claim for Workers' Compensation (must be provided within 24 hours of knowledge or notice of injury*).
 - Employee completes the top section of the DWC-1 and when the form is returned,
 - Employer completes the bottom section within 24 hours of receipt and provides employee the last page.
 - Keep one page for your records and forward original to the Executive Assistant.
- II. Complete **Accident/Injury Investigation Report** within 72 hours and fax to the district's Executive Assistant. Note: the school nurse or supervisor may complete the accident/injury section of the form. The Injury Illness Prevention Coordinator or Supervisor **MUST** complete the back "Investigation section" of the form.
- III. If injury is a result of failed furniture/equipment or a facilities issue, tag equipment "NOT FOR USE, DO NOT DISCARD" and keep in a safe area. Facilities issues that cannot be immediately corrected should be roped off and have a warning sign for the area until corrected.
- IV. IF INJURY IS SERIOUS OR LIFE THREATENING – FOLLOW EMERGENCY PROCEDURES AND CALL 911 AND THE EXECUTIVE ASSISTANT IMMEDIATELY.**

*A reportable injury has occurred when an employee requires medical treatment **BEYOND** first aid. Knowledge or Notice occurs at that point. (Example: Employee scratches arm at work on Tuesday (nurse cleans scratch and complete Incident/First Aid form- this is still a first aid incident only). Employee continues to work but on Friday later complains of the scratch becoming infected and must now be referred to an Approved Medical Provider – this is **date of knowledge or notice of injury** when care goes beyond first aid – follow reporting procedures.

ACCIDENT LOG

Employee's Name	Date of Injury	Date Reported	Where Event Occurred	First Aid Provided	Describe Injury/Illness and Body Parts Affected

WORKERS' COMPENSATION PROCEDURES FAQ

What do I do when an injury is reported?

Have school nurse evaluate whether more than first aid treatment is needed.

- If no medical treatment or first aid only is needed, complete the Incident/First Aid form
- If more than first aid is needed provide the employee with a “Medical Service Order, a DWC-1 Employee’s Claim for Workers’ Compensation and refer the employee to an Authorized Medical Facility.

Complete the Accident/Injury & Investigation Report and email the report to the Executive Assistant within 72 hours. The school nurse may complete the Accident side, but the investigation side must be completed by the Injury Illness Coordinator and/or Supervisor (Note: report does not have to be typed but must be complete).

What happens if the injury is serious or occurs after hours or the nurse is not available?

- If the injury is serious, follow emergency procedures and call 911.
- Call the Risk Management Office (call the Benefits office in the interim) at (619) 585-4420 immediately to advise which employee you have sent via ambulance and to what hospital he/she is being transported.
- If injury occurs after hours and/or a nurse is not available, the employee should proceed to an Authorized Medical Facility “if more than first aid is needed.” The employee must notify his/her supervisor within 24 hours of this occurring.

What if the injury is a result of faulty equipment (chair breaks, ladder collapses) or because of a facilities issue (raised pavement is posing a trip hazard, electrical wiring is insufficient causing overuse of extension cords across paths of travel...)?

Faulty equipment/furniture and facility issues should be identified in your regular inspections. However, if that did not occur you should take the following steps:

- Faulty equipment/furniture – remove from service immediately. Do not discard equipment/furniture and place the equipment/furniture in a protected or locked area tagged “NOT FOR USE, DO NOT DISCARD.” This may be needed for additional investigation. Contact the Risk Management Technician if you have questions.
- Facility issues should be corrected as soon as possible depending on the urgency. For facility issues of an urgent nature contact the Maintenance department immediately.

Workers' Compensation Procedures (Continued)

- For non-urgent facility issues that cannot be corrected by site or department staff follow the work order procedures and mark "SAFETY ISSUE." Remember also to "rope off and post warning notice" in an unsafe area needing repair.

What if the injury occurred due to the employee's lack of attention or not following safety guidelines?

You will need to review safety guidelines and/or provide and document refresher training. Refer to the Injury Illness Prevention Program booklet.

When the employee returns to work what do I do?

Ask employee for doctor's work status report. If the note lists work restrictions for the injured employee, make sure the employee works "within those restrictions."

- If employee's regular position can be temporarily modified, employee can continue to work in his/her regular job within the restrictions.
- If the regular position cannot sufficiently be temporarily modified the employee should be assigned to "light duty" on the site (remember the key is to stay within the restrictions so that the employee recovers in a timely fashion).
- If you have difficulty with the "light duty," please contact the Risk Management Technician (DO NOT SEND THE EMPLOYEE HOME).

What happens when the employee has follow-up doctor appointments and/or physical therapy?

The employee should schedule the appointments as early in the morning or as late in the afternoon as possible to minimize the need to be away from work.

- Verify the employee's doctor work status report or physical therapy note each time employee returns to monitor work restrictions.
- Medically verified lost time is recorded as Workers' Compensation on the payroll leave system notes.

What happens if the employee doesn't report to work or is leaving frequently for "doctor's appointments and not bringing back the doctor's notes?"

- Industrial injured employees must follow the same procedures for reporting an absence as any other employee. Failure to follow established procedures should be documented and the employee counseled and/or disciplined.

- The employee is required to provide doctor's notes for time lost from work due to the work injury. Absent the medical verification, time lost will be charged to "sick leave."

Who performs the regular work of the injured employee while he/she is on light duty and who pays for it?

A substitute may be used, or you may wish to assign someone to "working out of class." The site or department pays for the substitute for the first 10 days or "working out of class." The District's self-insured Workers' Compensation fund only pays for medical care and lost time for the injured worker, not for his/her replacement.

How long can an employee be on light duty or off for a work injury?

- Light duty will be reevaluated every 30 days based on medical improvement. After 90 days, we will reevaluate the effectiveness of allowing the employee to remain temporarily on light duty or being reassigned to a different light duty assignment.
- An *injured* worker who is temporarily totally disabled may be off for extended periods of time based on the doctor's medical opinion. This can include 60 days of industrial leave, current/accumulated sick leave that is deducted on a prorated basis, and the 100 days of sub-difference/half pay. If the employee is still unable to return to work, he/she may apply for a leave of absence for medical reasons.

When can I post the position of an employee who is off for a work injury?

Once again, we must follow the same guidelines as for a non-work injured employee. Normally the position would not be posted until all paid and unpaid leaves have been exhausted.