Our safety evaluations, reports and recommendations are made solely to assist your organization in reducing hazards and the potential of hazards and accidents. These recommendations were developed from conditions observed and information provided at the time of our visit. They do not attempt to identify every possible loss potential, hazard or risk, nor do they guarantee that workplace accidents will be prevented. These safety evaluations, reports and recommendations are not a substitute for ongoing, well-researched internal safety and risk management programs. This report does not warrant that the property inspected and its operations are compliant with any law, rule or regulation.
Identify Safety and Health Hazards
The first step in the risk reduction process is to identify either current or potential sources of injury and develop a list. You have many tools at your disposal to identify safety hazards. These include: workers compensation loss trending (which can be generated by United Heartland), past OSHA logs, previous loss control recommendations, and team members' experience and observations.

Another critical resource is your employees. Each safety committee team member should regularly ask employees “where will the next injury occur?” This is an extremely important step since A) employees may know best where there are hazards, B) it requires active employee involvement which improves safety culture and C) employees are more likely to “buy in” if they provide a suggestion that is implemented.

NOTE: In addition to identifying hazards in current operations, the committee should also be proactive with new construction or renovations. For example, if a company constructs a building addition, the new floor surface has the potential to create slip and fall hazards. The safety committee can provide insight into types of flooring with slip-resistant characteristics during the planning phase.

Prioritize Safety and Health Hazards
Next, you will need to prioritize this list of hazards. Sometimes safety committees will combine the first two steps into one meeting to be efficient. Prioritizing safety and health hazards can be very difficult. Why? Every employee feels that the hazard they encounter is the company’s top priority. Again, the company’s history of work-related injuries and illnesses should be a starting point.

To provide a consistent, objective means of prioritizing risk, you may want to use a risk quantification tool. There are several methods of quantifying risk, but most will target three factors with a job task: how often hazard is present (exposure), likelihood of an injury occurring (probability), and worst plausible outcome (severity). United Heartland can certainly assist with this process.

Analyze the Issue (Root Cause Analysis)
Once safety and health hazards have been prioritized, you need to analyze the issue that is causing this hazard. Many safety committees make a mistake of jumping right to the solution once hazards have been identified and prioritized. One approach is to analyze the hazard as a potential process breakdown as shown in the picture on the right. This process is very similar to a root cause analysis used during effective accident investigations.
Physical work environment breakdowns include what can be seen or touched such as trip hazards or ingoing nip points. Knowledge and ability to be safe refers to a lack of training or an employee’s excessive workload. Motivation targets incentives to work safely or incentives to work unsafely; i.e. getting the job done faster by taking a shortcut.

**Develop Solutions Targeting Root Cause**

The previous step in the risk reduction is critical and is often missed. Many committees will not look at the breakdown in the process and will simply determine if the hazard is related to an unsafe act or an unsafe condition. For example, if it is an unsafe act, many committees recommend additional safety training. Is this the best solution? Maybe, but maybe not.

If an employee knows how to do the job safely and chooses not to, will additional training fix the problem? The answer is clearly NO! Many unsafe acts are related to motivational issues as discussed in the previous section. Other solutions to motivate safe work practices could include workstation redesign or an effective behavioral safety program.

In order to develop solutions that target the root cause, use the “Hierarchy of Controls” which is shown on the upper right. Always work your way from the top of the list to the bottom when developing solutions. While the top of the list is the most effective, sometimes these solutions are A) not feasible, or B) not cost effective. Therefore, develop multiple solutions and perform a cost/benefit analysis of each to make a sound business decision when reducing risk.

**Get it Done! (Ensure Completion of Solutions)**

The last risk reduction step speaks for itself: if the committee develops solutions and they are not implemented, significant time and resources have been wasted and hazards still exist. Therefore it is critical for the committee to assign tasks, identify a responsible party, propose a target completion date, and follow up. In addition, it is a good idea to include a status table (see below for sample) in meeting minutes and share the minutes with the company’s senior management.

<table>
<thead>
<tr>
<th>Task No.</th>
<th>Tasks</th>
<th>Responsible Party</th>
<th>Target Completion Date</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Measure Effectiveness with Activity & Results-Based Goals

Finally, it is important to measure the committee’s effectiveness and set reasonable activity and results-based goals. Examples of goals include: percent of tasks completed by the target date, “Percent Safe” scores for safety observations, safety inspections completed per month, OSHA Incidence Rates (DART, Recordable Incidence), workers compensation loss ratio, and experience mod.

For more information on risk reduction you can purchase and review the ANSI/AIHS Z10 – 2005 standard. This is the American National Standards Institute and American Industrial Hygiene Associate’s American National Standard for Occupational Health and Safety Management Systems.