

# EHS Today®

A photograph of three utility workers in safety gear (hard hats, safety glasses, and high-visibility vests) working on a large electrical panel. One worker is standing and using a tool on the panel, another is crouching and looking at the panel, and a third is standing to the right, also looking at the panel. The panel has a 'METROPOWER' logo and a warning sign. The background shows a parking lot with several vehicles.

## AMERICA'S SAFEST COMPANIES 2022

*EHS Today salutes nine companies that go above and beyond in promoting a culture of safety excellence. p. 10*

**The One Thing to Know about Workplace Safety**  
p. 16

**Ergonomics for Remote Workers**  
p. 20

**How to Reduce Stress**  
p. 22

**Build a Safer Culture in Construction**  
p. 26

## **Digital Edition Copyright Notice**

The content contained in this digital edition (“Digital Material”), as well as its selection and arrangement, is owned by Endeavor Business Media. and its affiliated companies, licensors, and suppliers, and is protected by their respective copyright, trademark and other proprietary rights.

Upon payment of the subscription price, if applicable, you are hereby authorized to view, download, copy, and print Digital Material solely for your own personal, non-commercial use, provided that by doing any of the foregoing, you acknowledge that (i) you do not and will not acquire any ownership rights of any kind in the Digital Material or any portion thereof, (ii) you must preserve all copyright and other proprietary notices included in any downloaded Digital Material, and (iii) you must comply in all respects with the use restrictions set forth below and in the Endeavor Business Media Privacy Policy and the Endeavor Business Media Terms of Use (the “Use Restrictions”), each of which is hereby incorporated by reference. Any use not in accordance with, and any failure to comply fully with, the Use Restrictions is expressly prohibited by law, and may result in severe civil and criminal penalties. Violators will be prosecuted to the maximum possible extent.

You may not modify, publish, license, transmit (including by way of email, facsimile or other electronic means), transfer, sell, reproduce (including by copying or posting on any network computer), create derivative works from, display, store, or in any way exploit, broadcast, disseminate or distribute, in any format or media of any kind, any of the Digital Material, in whole or in part, without the express prior written consent of Endeavor Business Media. To request content for commercial use or Endeavor Business Media’s approval of any other restricted activity described above, please contact the Reprints Department at (877) 652-5295. Without in any way limiting the foregoing, you may not use spiders, robots, data mining techniques or other automated techniques to catalog, download or otherwise reproduce, store or distribute any Digital Material.

NEITHER Endeavor Business Media NOR ANY THIRD PARTY CONTENT PROVIDER OR THEIR AGENTS SHALL BE LIABLE FOR ANY ACT, DIRECT OR INDIRECT, INCIDENTAL, SPECIAL OR CONSEQUENTIAL DAMAGES ARISING OUT OF THE USE OF OR ACCESS TO ANY DIGITAL MATERIAL, AND/OR ANY INFORMATION CONTAINED THEREIN.



# Reliable Machine Guarding for Hazardous Areas



## Hazardous Area Safety Devices

Starting at \$459.00 (KP-EX-200026)

Hazardous area safety devices perform all the functions of standard safety devices but are designed for the most hazardous environments. Available in a variety of housings, including plastic, cast aluminum, and stainless steel, these IDEM products

are manufactured with ATEX Exd IIC T6 certified explosion-proof contacts. All electrical switching elements are also encapsulated. Available devices include safety limit switches, tongue interlock safety switches, and cable-pull switches.

### Safety Limit Switches:

- A wide range of actuator types are available
- Available in die-cast aluminum or 316 stainless steel bodies

### Tongue Interlock Safety Switches:

- Developed per IECEx and ATEX standards to provide explosion-proof switching
- Plastic, die-cast aluminum, or 316 stainless steel bodies are available

### Cable-Pull Safety Switches:

- Allow operators to initiate an E-stop from any point along the installed cable length
- 80m [262ft], 100m [328ft], 125m [410ft] and 250m [820ft] maximum length systems

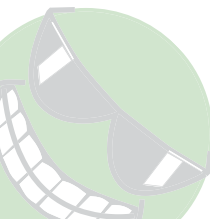
### HAZARDOUS AREA SAFETY DEVICES

STARTING AT  
**\$459.00**

(KP-EX-200026)

Research, price, buy at:

[www.automationdirect.com/  
hazardous-area-devices](http://www.automationdirect.com/hazardous-area-devices)



**AUTOMATIONDIRECT**.com  
1-800-633-0405 the #1 value in automation

## FEATURES

AMERICA'S SAFEST COMPANIES 2022 **10**

*EHS Today* salutes nine companies that go above and beyond in promoting a culture of safety excellence.

BY DAVE BLANCHARD, ADRIENNE SELKO  
AND NICOLE STEMPAK

THE ONE THING YOU NEED TO KNOW ABOUT WORKPLACE SAFETY **16**

Start by identifying what is the one most important safety initiative you want to make progress on this year.

BY SHARON LIPINSKI

HOW TO DEVELOP AN ERGONOMICS PROGRAM FOR REMOTE WORKERS **20**

For a growing number of workers, a well-designed workspace now refers to their home office setup.

BY RON GOODMAN

**22****22** HOW TO REDUCE STRESS AND IMPROVE MENTAL HEALTH IN THE WORKPLACE

Companies need to develop a new understanding of stress and help people feel connected and supported.

BY RICHARD PARKE

**24** GETTING WITH THE SAFETY PLAN

OSHA urges adoption of safety and health management systems.

BY DAVID SPARKMAN

**26** BUILDING A SAFER CULTURE IN CONSTRUCTION

A look at how technology and an agile mindset can make jobsites safer.

BY JACOB MACINTYRE

**28** 4 WAYS TO MOVE THE SAFETY NEEDLE

Stop reacting and start focusing on preventative steps you can take to avoid accidents altogether.

BY BRENDA LOVITZ

**20**

columns/departments

<b>Healthy Attitude</b>   BY DAVE BLANCHARD .....	3	<b>New Products</b> .....	30
<b>News Beat</b> .....	4	<b>Advertiser Index</b> .....	30
<b>Lessons in Leadership</b>   BY ADRIENNE SELKO .....	9	<b>A Work in Progress</b>   BY NICOLE STEMPAK .....	32

## Online and In-Person Exclusives from EHS Today!

**ITEM:** Have we mentioned the **Safety Leadership Conference** lately? The show, now in its 11th year, will be held October 18-20 in Cleveland, Ohio, and will feature a wide range of safety-related topics from some of the best and brightest EHS professionals; the presentation of the America's Safest Companies awards; an exhibit hall full of the latest in safety tech and solutions; and even hosted tours of safety-in-action. Go to [safetyleadershipconference.com](http://safetyleadershipconference.com) for more details.

**ITEM: EHS Education** is a new continuing education offering from *EHS Today* that features on-demand, self-paced courses on current topics that are relevant to EHS professionals. Taught by prominent subject matter experts, researchers and thought leaders, these courses offer valuable information and training for safety

professionals seeking to grow their career or practice. A Certificate of Completion will be made available upon successful completion of a course.

**ITEM:** Have you signed up to be a member of **EHS Today Intelligence**, our exclusive community of safety professionals? This special section of the EHSToday.com website features premium content and resources to help safety leaders achieve world-class safety at their organizations. Members enjoy access to Regulatory Updates, focused on compliance news related to OSHA, CDC, FDA, MSHA and other regulatory agencies, as well as special reports and research on such compelling topics as sustainability, mental health in the workplace, and workforce engagement. Registration is free and only takes a moment to complete.

For more details, go to: [ehstoday.com](http://ehstoday.com).



Find More Fire Safety Products  
at [northernsafety.com](http://northernsafety.com)



**FIRST ALERT**



Call: 800.631.1246 | Fax: 800.635.1591 | [northernsafety.com](http://northernsafety.com)



Dave  
Blanchard

Editor-in-Chief



## When it Comes to Safety, Quitting is Not an Option

*Employee engagement is harder than ever to achieve, but it's never been more essential to workplace safety.*

**T**he latest trend in employee disengagement is quiet quitting, which is the currently popular way of describing an employee who does the bare minimum to get the job done without getting fired. It's not really a new thing at all—we've all known people at work who seem to just get by—the last-to-arrive-and-first-to-leave types. What makes the recent reporting on quiet quitting so troubling, though, is how pervasive this do-the-least-possible attitude has become. According to research firm Gallup, more than 50% of the U.S. workplace consists of quiet quitters—employees who say they are not engaged at work.

And that poses a real problem for anybody whose job is heavily reliant on employee engagement, including safety managers.

"Our role as safety professionals isn't to enforce the rules," noted Steven Perkins, business unit safety director with consulting firm ERM, at the recent National Safety Council Congress in San Diego. "It's to drive and influence the behaviors of our workers. It's not just about getting your workers to act differently. You have to get them to think differently."

Easier said than done, unfortunately, because the quiet quitting coincides with another troubling trend: employee burnout. According to a study from management consulting firm Eagle Hill Consulting, roughly half (49%) of U.S. employees surveyed say they're burned out from their jobs. Whether the pandemic is to blame or it's just helped expose the issue, the burnout is largely due to workloads (too heavy) and staff shortages (not enough help). Which again makes a safety manager's job just that much more difficult—how do you keep all employees safe from harm when they report to work already stressed out and likely to be tuning you out?

There are no easy answers, but when it comes to engaging with workers, Matthew Botzler, Perkins' copresenter and regional HSE manager with Johnson Matthey, suggests that "a good leader is someone who motivates you to do your best." Over the years, Botzler and Perkins have asked numerous people to describe what makes a good leader. Responses include: someone who is approachable, supportive, honest, respectful, patient, asks for feedback, cares about me, and maybe somebody who listens.

"You need to focus on listening to your employees to

understand what they're thinking," Botzler said. "It's not about what you say, but about what they hear."

The continuing challenge for safety leaders, however, isn't just learning how to manage and motivate workers to "think safety"—they also have to get senior management to "think safety" as well. To put it another way, quiet quitting sometimes occurs within management, too.

Consultant Gary Higbee, another speaker at the NSC Congress, related a conversation he had early in his career as a safety manager at a large global manufacturer: "My factory manager once told me, 'I do not want to be the best or the worst. I just want our safety performance at this plant to be near the top—say, the third or fourth among the other factories. That, way we'll get less attention.'"

Higbee, quite understandably, was very disappointed. "No striving for excellence. No attempt at being number one. Just keep us under the radar." Talk about quiet quitting!

But Higbee didn't give up. Eventually, he persuaded the factory manager that safety performance, backed by reliable data, is a win-win for managers and employees alike. Too many companies are on a treadmill going nowhere when it comes to managing workplace safety, he noted. "Despite all the advances we've seen in processes and technology, workplace fatalities are still increasing. We should be doing better—much better. Just doing more of the same things we've been doing all along isn't going to get the job done."

As Higbee explained, your safety performance isn't going to improve until you help convince everybody within an organization—C-level executives, senior managers, line managers and workers—that a safe company translates into better decision-making at every level. Don't let senior managers or frontline employees retreat into a "quiet quitter" mentality when it comes to safety because, as we all know, there are no shortcuts to safety excellence.

Send an e-mail with your thoughts to [dblanchard@endeavor2b.com](mailto:dblanchard@endeavor2b.com).

# SLC 2022 Preview:

## Developing a Sustainability Strategy

*Here's what you need to know about environment, social and governance (ESG)—and how it could affect workplace safety.*

by Nicole Stempak

In May, the Securities and Exchange Commission announced it was considering a proposal to include environment, social and governance (ESG) in investment disclosures.

But as more and more people talk about ESG in theory, what does it mean in practice for safety professionals? While the answer may not yet be known, possibilities are emerging, so now is the time to get a handle on this somewhat nebulous yet all-encompassing concept.

EHS Today spoke with Jim Lane, global manager of EHS at The Goodyear Tire & Rubber Company, about the company's safety process and how ESG fits into the mix.

Lane will speak at the 2022 Safety Leadership Conference, being held in Cleveland from Oct. 18-20. Below is a preview of what to look forward to this fall.

**EHS Today:** How, when and why did Goodyear start on its ESG journey? What strategic goals is the company working toward?

**Lane:** Goodyear has been committed to responsible operations for decades. We printed our first environmental, health and safety report in 1996 and expanded the annual report's scope to [include] ESG in 2011.

Today, we have a wide range of ESG strategic goals, including net-zero greenhouse gas emissions by 2050, a commitment to all renewable energy in our facilities by 2040 and to be known as having the safest operations in the world. Additionally, we are making progress on previously stated goals of complete petroleum oil replacement in our products by 2040, and a tire made of 100% sustainable materials by 2030.

**What are some lessons you have learned along the way?**

Measure the right things. Metrics that reflect the strength of our system have proven the most meaningful.

Be transparent about performance, as that builds trust and confidence in results.

Create objectives that meet operations "where they are," or where current capabilities are, while laying out the path to where you want them to be.

Don't try to do it all within your function. Integrate into how the company does business, across functions, to be the most successful.

**ESG encompasses a broad range of goals and ideas, ones that aren't owned by any single person or office in an organization. What challenges and opportunities does that pose?**

Defining what good looks like, aligning the organization to "good" and executing a strategy that drives accountability while recognizing great performance. As a leader, you'll need to take an active role in aligning the organization to support the work ahead and figure out where you can leverage successes at a small scale (pilots) to bring the larger organization along.

**What role does ESG have in safety today, and what might it will look like in the next decade?**

ESG will play an ever-increasing role in how safety departments structure themselves, use technology and engage in measuring system maturity over the next decade. As organizations work to operate in a socially responsible manner, we can expect shareholders to increasingly look to invest where risk is controlled or mitigated.

Broader transparency in reporting and using technology to gather, meet and provide assurance of ESG requirements will become the norm for organizations that don't want to get left behind their competition.

**What's one place, step or aspect**



**of ESG you recommend that safety professionals get started on?**

Start by learning what is already underway in your organization. If your environmental, health and safety team is separate from the sustainability one, get connected and learn as much as you can about their goals and objectives and how your team can contribute.

Outside your organization, there are multiple free resources you can access to learn more about ESG expectations, including the Global Reporting Initiative (GRI). This is an independent and international organization that helps companies begin their ESG work using a standardized system of measures along the way.

**How are ESG and total worker health related or connected?**

I believe total worker health is an outcome of ESG. While not every EHS professional has the opportunity to work broadly across different functions, especially early in their career, learning more about ESG helps EHS professionals bridge the gap between the technical side of the business (design, compliance, chemical management, etc.) and the social side of the business (education, diversity, human rights, etc.), which is often harder to measure but can influence the long-term success of safety improvements.

**What's one thing you hope attendees learn from your session at the Safety Leadership Conference?**

That to support ESG, safety professionals must first understand what's been done so far. [That means to look] where they are starting from and where they want their organization to go.

As you design your organization's strategy, align stakeholders on that strategy and have a system in place to help you govern the process. That way, you'll know that if you've succeeded, you'll be far ahead of others still working to figure out where they connect. **EHS**

# SACRIFICE NOTHING

✓ 30% Lighter

✓ Highest Coreless  
Cut Protection

✓ Non-Irritating



## You can have it all.

Experience premium coreless comfort and high cut resistance  
with the DX+ Technology® Series from Magid.



**GET A PAIR! FREE** [magidglove.com/dxp-ehs](http://magidglove.com/dxp-ehs)  
800-203-9540

**MAGID**  
Safety at work®



# SLC 2022 Preview:

## What to do When OSHA Comes Knocking

*OSHA investigations aren't all alike, so they shouldn't be treated the same. Employment attorney John Ho shares how to prepare for an OSHA visit as well as how to respond to and even contest citations.* **by Nicole Stempak**

**B**oth safety professionals and OSHA inspectors want the same end result: a safe workplace. But that doesn't mean everything always goes smoothly and everybody gets along.

You need to be prepared in the event of an OSHA audit or investigation, and you have to weigh your options for how best to react. There are many factors to consider when developing a strategy to deal with OSHA, including the company's prior citation history, workers' compensation claims and whether abatement would create operational issues in the future.

*EHS Today* spoke with, John Ho, JD, partner at Cozen O'Connor, where he is the co-chair of the firm's OSHA-Workplace Safety Practice, about how to develop a strategy to best prepare for and respond to OSHA. Ho will speak at the 2022 Safety Leadership Conference, being held in Cleveland from Oct. 18-20. Below is a preview of what to look forward to this fall.

**EHS Today: Few people get excited when OSHA shows up at their door. Still, OSHA inspectors and safety professionals have the same goal of keeping workers safe. How can safety professionals develop a better working relationship with OSHA?**

**Ho:** One of the best things to do is let the OSHA inspector know that the Company has the same objective of

keeping employees safe. In my experience, when safety professionals are able to convincingly convey to OSHA that the Company prioritizes safety and is willing and, in fact, eager to listen and learn from OSHA about better safety and health practices, that goes a long way to establishing a great collaborative relationship for the present audit and equally important for the future.

**What's one thing safety professionals should do when OSHA comes knocking?**



“The Company needs to understand the OSHA inspectors have a job to do—and it is an important one.”

There's no substitute for preparation. Having an established game plan for an OSHA investigation ahead of time is key to successfully navigating an inspection.

No two inspections are exactly identical, so this is less a detailed script but rather guidelines and resources on various considerations, including ensuring that the appropriate personnel at the Company are updated and involved. In most OSHA inspections, the safety and health issues will overlap across different departments, including safety, HR, finance and operations.

**What's one thing safety professionals shouldn't do when OSHA comes knocking?**

Be combative. This is not to say that the safety professional should always let the OSHA inspector onto the premise without a search warrant, but even in this case it can be [done] professionally.

No one wins if people are picking fights for no reason. The Company needs to understand the OSHA inspectors have a job to do—and it is an important one.

**The mere act of OSHA issuing a citation isn't the end of the story. What comes next for safety professionals and their organizations?**

Of course, if the citations cannot be resolved for OSHA, then the Company needs to prepare for litigation. However, the ultimate objective is doing what is reasonably possible to ensure that future injuries and illnesses are not likely to occur again. Abatement is probably the single most important issue for OSHA because no one can turn the clock backwards.

**How can safety professionals make sure other stakeholders—including the C-suite, legal department and HR department—are all on the same page and understand the full impact of an OSHA investigation and any resulting citations?**

This goes to the question above in terms of preparation for an inspection. As OSHA often states in its materials to the public, establishing a strong safety and health culture needs to start at the top and work its way down. A company's commitment to safety and health needs to loudly resonate in its safety and health policies and procedures, which should clearly reflect management's commitment to providing a safe and healthy working environment.

**What's a best practice for contesting a citation?**

Making sure the company understands why it is contesting the citation. There are numerous reasons that might drive the need to contest a citation. These might range from employee misconduct to minimizing the impact of citations on collateral third-party litigation. Often, these objectives might be satisfied in a settlement, so it is critical that the company understands the objectives it is trying to achieve. **EHS**



## Workers Want Companies to Share Their Values

by EHS Today Staff

*A recent poll reports that 40% of employees would quit their job if their company took a stand on a political issue that they do not agree with.*

**W**hile it's common knowledge that each generation of workers has different requirements, the degree to which current job seekers vote with their feet when it comes to choosing companies based on these preferences is surprising.

A recent CNBC/Momentive survey found those in the job market want to work for firms that share their values. That statement is true for a large percentage of the workplace, the survey found. Around 50% would not even consider working for a company that didn't share their values. In fact, 40% would quit their job if their company took a stand on a political issue that they do not agree with.

The article cites further support from a survey by Qualtrics, which concluded more than half of U.S. employees (54%) said they would be willing to take a pay cut to work at a company that shares their values. And 56% said they wouldn't even consider a job at a company that has values they disagree with.

Given that, should companies speak out at all on political topics? Workers are split on whether they want business leaders to be more vocal on social, environmental and political issues, including constitutional and reproductive rights.

Research finds that addressing these issues can influence a company's ability to attract and retain talent. "The best companies are going to listen to many opinions," said Paul Wolfe, human resources advisor and author, in the article. "People want to feel seen and heard, even though the company may not completely agree with them all the time." **EHS**



  
superiorglove®



**tec.nicum**

## PUTTING THE PIECES TOGETHER

Machine safety can be challenging and complex, for both machine builder and user. Many times, it is difficult to stay up to date on all applicable safety standards and guidelines. It is also not easy to interpret standards and apply them to equipment.

**We can help you put the pieces together with engineering services from Schmersal tec.nicum:**



### ACADEMY

training courses  
in-house training



### TECHNICAL SERVICES

support  
risk analysis



### ENGINEERING

planning and design  
tests and measurements



### INTEGRATION

installation services  
device programming

[www.schmersalusa.com](http://www.schmersalusa.com)  
[salesusa@schmersal.com](mailto:salesusa@schmersal.com)  
914-347-4775



**SCHMERSAL**  
THE DNA OF SAFETY

## NEWS BEAT



BANG OLAND | DREAMSTIME

## Is the Lack of National Paid Leave Killing Us?

by EHS Today Staff

*A new survey shows that mortality could potentially decline by over 5% in large central metro counties if there was a 40-hour annual paid sick leave requirement.*

**W**hile we normally shy away from sensational headlines, the conclusions of a recent study conducted by the *American Journal of Preventative Medicine*, are quite startling.

Researchers reviewed deaths by county from 1999-2019 among adults between the ages of 25-64. That data, sourced from the U.S. Centers for Disease Control and Prevention's National Vital Statistics System, was used to estimate associations between these death counts and paid sick leave requirements.

The findings looked at both homicide and suicide rates. Researchers note that where there were laws requiring paid sick leave, both homicide and suicide death rates for men declined. Similarly, deaths due to homicide and alcohol declined for women.

Lack of paid sick leave increases both economic hardship and even job loss, the study notes. It can also lead to risky behaviors, including drug use.

The study recommends a national policy of paid sick leave. The U.S. is one of the few countries without such a policy. Linking this policy for a better outcome, the study concludes that

moving from no sick leave to 40 hours would lead to a decline in homicide mortality of more than 13% for women and 8% for men.

This difference is so dramatic that researchers are calling for a closer look at state laws that prevent such mandatory leave. In an article in *MedCityNews*, one study author provided examples of three counties—Orange County in Florida, and Bexar and Travis counties in Texas—that had tried to mandate paid sick leave but were prevented from doing so by state interference.

"We were surprised by how large the 'preemption effect' for paid sick leave mandates turned out to be," said co-investigator Jennifer Karas Montez, Ph.D., in a statement. She is a sociology professor at Syracuse University, where she is also the director of the Center for Aging and Policy Studies and faculty associate at the Aging Studies Institute. "We project that mortality could potentially decline by over 5% in large central metro counties currently constrained by preemption laws if they were able to mandate a 40-hour annual paid sick leave requirement." **EHS**



Adrienne  
Selko

Senior Editor



## Leading with Your Heart is Key to Next-Gen Leaders

*Safety professionals possess many of the attributes future leaders will need.*

**N**o more waiting. It's time for current business leaders to move the next generation of leaders to their rightful place.

A bold statement perhaps, but Bill George, former CEO of Medtronic and currently professor of ethics at Harvard Business School, has studied leadership for a long time, and as he sees it, leadership values have changed.

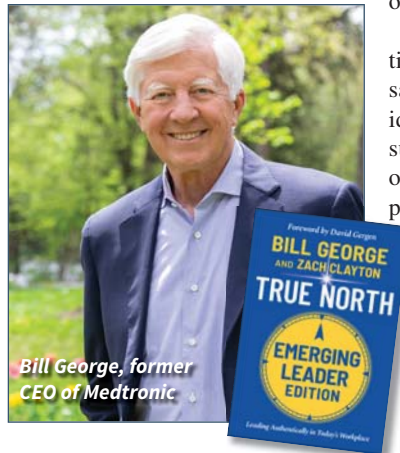
"The Baby Boomers' style of leadership is often not in touch with the current needs of the workforce," says George. "Employees' core beliefs are different, and the younger leaders that embrace those beliefs need to be moved up in the organization."

What's changed? "Many years ago, leaders led with their hands measuring everything. Next, they led with their heads valuing intellectual abilities. And now leadership needs to lead with their hearts," says George. "The four most important qualities of leadership now are passion, compassion, empathy and courage." This is the message of his latest book, *True North: Leading Authentically in Today's Workplace, Emerging Leaders Edition*.

George says this book is a call to emerging leaders of the next generation to discover their True North and follow their North Star. True North, as defined by George, is the moral compass that guides actions, and the North Star is the purpose that someone pursues to make a better world for everyone.

Operating from a sense of purpose with the goal of protecting others has always been the message from every safety professional I have ever come in contact with—it's why they chose their profession.

And the rest of the world took notice as safety leaders stepped up to create comprehensive plans and procedures to ensure the safety of everyone during the pandemic. This competency and empathy, which caught the attention of the C-suite, needs to continue to prevail at the top levels of the organization, as it's truly reflective of the future style of management.



### Moving from 20th Century to 21st Century Leadership Values

One of the themes learned from the pandemic is that leadership needs to be authentic. The very use of that word is a credit to George, who wrote the classic book on the topic.

"Authentic leadership needs to continue towards inclusivity at the center," says George. "We need to move past identifying particular traits of people—such as gender, race, education and other labels—to understanding what people are passionate about and build a team that is bonded on that."

In the book, George compares 20th century leaders to 21st century leaders. For example, while the organizational structure of 20th century leaders was hierarchical management, the 21st century is characterized by an empowering leadership style. And that empowerment comes from talking to employees.

"Leaders spent too much time in their offices looking at charts," says George. "They need to walk the plant floor, walk into peoples' offices and sit in the lunchroom. They will find out what people really think."

Another transition is that while 20th century thinking caused leadership to value IQ, next-generation leaders value EQ, or emotional intelligence. "The good news is that unlike IQ, which doesn't change as we age, EQ can be developed. In the book, I give the example of the CEO at Microsoft who turned the culture around using EQ. Companies can go from a know-it-all attitude to a learn-it-all attitude."

The leaders of the 21st century, those who embody the values necessary for future success, need the opportunity to strut their stuff. "Don't hold these leaders back," George implores. "Move them into the key positions and watch how well they do."

Adrienne Selko

Send an e-mail with your thoughts to [aselko@endeavorb2b.com](mailto:aselko@endeavorb2b.com).



# America's Safest Companies 2022

*EHS Today salutes nine companies that go above and beyond in promoting a culture of safety excellence.* **By Dave Blanchard, Adrienne Selko and Nicole Stempak**

**F**or more than 20 years, *EHS Today* has awarded deserving organizations as America's Safest Companies, a competition that has sought to identify those characteristics that differentiate good safety programs from great ones and recognize safety excellence in action.

In the profiles that follow, you'll learn how a focus on people, public trust and profit is a common denominator among this year's class. Whether large enterprises with thousands of employees or small organizations with a single site, every one of these companies has engrained into their culture and their employees a consistent and constant need to keep every person and every situation free from harm.

To be considered as one of America's Safest Companies, organizations must complete an application that requires them to demonstrate excellence in several areas: support from leadership and management for EHS efforts; employee involvement in the EHS process; innovative solutions to safety challenges; injury and illness rates lower than the average for their industries; comprehensive training programs;

evidence that prevention of incidents is the cornerstone of the safety process; good communication about the value of safety; and a way to substantiate the benefits of the safety process.

The winning companies for 2022 are: Ballard Marine Construction, GFL Environmental Services USA Inc., Hunter Site Services, Lauger Companies Inc., Lindblad Construction, MetroPower, Russell Marine LLC, Sani-Matic Inc., and Tri-City Electric Co.

The awards will be presented during a ceremony at *EHS Today's* Safety Leadership Conference 2022 in Cleveland on Oct. 18-20. You can learn more about the conference and sign up to register at [www.safetyleadershipconference.com](http://www.safetyleadershipconference.com).

*EHS Today* founded America's Safest Companies in 2002. To date, more than 250 companies have won the award. In fact, several companies have won more than once; a company must wait five years after winning before applying again. Hopefully, the following profiles will encourage you to consider applying for the award in 2023. **EHS**



**Ballard Marine Construction, LLC** | Marine construction  
 Washougal, WA  
 135 employees | 6 sites | 5 EHS professionals

**B**allard Marine Construction knows it can't improve what it doesn't measure, which is why it measures what it values.

Chris Johnson, western regional safety manager, acknowledges the importance of experience modification ratings (EMRs) and total recordable incident rates (TRIRs). Still, he says that at Ballard, "We choose to spend our time responding to observations, conducting inspections and ensuring that job hazard assessments and training are implemented effectively."

So, in addition to documenting injuries and incidents, Ballard measures training, job observations, inspections, job satisfaction and employee engagement. Johnson says that's because these are their best opportunities to learn, share, provide feedback and contribute to an effective safety culture.

Ballard incorporates the metrics it uses to measure the safety program's success into everyone's daily assessment, thereby making safety part of everyone's job. The company took that into account in its own organizational structure, too.

Safety isn't a stand-alone department; rather, it's part of Ballard's operations and guides the risk management process from bidding to client reports. This also means that safety can identify opportunities for improvement across the company.

"The business case is that the safety department doesn't drive safety," Johnson says. "It enables operations to implement safety programs more efficiently and with the proper resources. It's not about avoided cost. It's about providing craft workers with the tools to do their work better."

Ballard even created a self-guided, interactive learning program to help employees grow and expand their skill sets. Since its inception in 2021, the program has helped more than 50 employees develop within the company, including four people who have added safety to their title, such as field safety lead.

The company also created a compliance assurance program for workers to submit observations and other comments. On average, they receive over 650 submissions a year, and they guarantee a response to all observations. "Some are so important we are creating entire initiatives to respond," Johnson says.

It's all part and parcel of Ballard's commitment to its employees, customers and the industry as a whole.

"Safety is a verb—an action word," Johnson says. "At Ballard, we ask ourselves to look for the actions we can take to make the work more efficient and safer." —NS



**GFL Environmental Services USA Inc.** | Industrial and oil recycling  
 Mokena, IL  
 428 employees | 33 sites | 8 EHS professionals

**A**n unwavering dedication to EHS standards and principles is a common trait for safety professionals no matter what company or industry they work for, but GFL Environmental Services takes it one step further as the "GFL" in its corporate name stands for "green for life." And with a company motto of "safe for life," it's pretty clear that GFL has made environmental health and safety the focus of its corporate mission.

As a waste management company specializing in recycling and environmental solutions, GFL's employees are often in very close proximity to chemicals, liquid waste and other organic materials, so it's essential that its safety program protects not just every GFL worker but every subcontractor, visitor and member of the public as well. To that end, the company has developed and implemented a centrally coordinated environmental management system (EMS) that is based upon

the principles of the Environmental Protection Agency's compliance-focused EMS model, explains Brian Hillier, director, EH&S Liquids, North America. "Our EMS is executed at the business line, facility and regional levels through well-defined roles, responsibilities and accountabilities," he states.

The company also has a comprehensive environmental risk management policy "to ensure that risks are identified and managed, mitigated or eliminated with consideration for the known or potential consequences those risks pose," Hillier adds. "All GFL employees are required to review and understand this policy and are also trained on environmental laws, regulations and requirements to the extent that they understand the environmental risks associated with their job and how to avoid those risks." In addition, all GFL employees are also trained on EHS incident reporting, and they are expected to report all incidents and near misses as soon as they happen.

Supervisors at the company are trained in incident investigation, root cause analysis and corrective action development, he notes. The company uses a continuous improvement system based on OHSAS 18001 and ISO 9001 and 14001 standards. "Results are analyzed by looking for trends with respect to previous performance and effectiveness," Hillier says. "This creates safety programming to ultimately help prevent safety issues before they occur."

GFL has "zero tolerance" for conduct that puts its employees, its customers and the people in the communities it serves at risk. In fact, part of the company's mission is to give back to the communities through various programs, such as the recently launched Full Circle Project. —DB





**Hunter Site Services** | Specialty installer of blast resistant buildings  
Houston, TX  
30 employees | 3 sites | 2 EHS professionals

Once a quarter, production stops at Hunter Site Services. Employees come together to celebrate birthdays and work anniversaries. There's cookies or cake, but that's not the main purpose of those gatherings; rather, it's to focus on safety.

Safety Days are an opportunity for all employees—including management—to conduct required compliance training as well as team building, behavior-based safety observations (BBSO) and inspections, and review policies and any changes. At the end of the day, there's a competitive game to reiterate what employees were just trained on.

"The whole day is geared toward getting our employees involved and engaged in our safety program," says HSE manager JoAnn DeLaO.

Safety Days also include recognizing employees who have turned in quality BBSOs, completed equipment inspections, and gone above and beyond with regards to safety. Everyone receive a \$5 gift card. Prior to a Safety Day, management reads all BBSOs and chooses those (usually four or five) who will be entered into a drawing for bigger prizes, such as \$50-75 gift cards, Milwaukee pack out accessories, Bluetooth speakers and ice chests.

The company, which was previously named one of America's Safest Companies in 2016, continues to push the safety needle. The company constantly evaluates its processes and procedures and also reviews policies annually. Every two years, a team of safety professionals from other industry organizations audits the company's books, its field safety and DeLaO's performance.

"We take all the feedback and opportunities to grow and create goals to get where we need to be," she explains.

That need to educate and train—and the desire to improve safe operations—is what led to the creation of Safety Days in the first place. DeLaO says Hunter Site Services used to train on paper, read aloud or show PowerPoint presentations.

Now, the company invites subject matter experts to present on topics such as heat stress and excavation. They offer hands-on training for matters such as fall protection, hand tools and equipment certifications. They're also trying new methods for delivering that training, such as adult learning theories, games and VR training. They've even started third-party training for supervisors with a focus on soft skills.

"I think we are setting new standards," DeLaO says. —NS



**Lauger Companies Inc.** | Industrial, commercial construction  
Victoria, TX  
31 employees | 1 site | 1 EHS professional

Can you reach a point where your company is so well-regarded in the realm of safety that it no longer has to make its case?

Yes, is the answer from Lauger Companies. "We took on a large project with Exxon out in New Mexico, and we were hired only because of our safety performance," explains EHS manager Barry Lauger. "The contracts administrator told me, 'We had to see if you guys were as good as your safety record. We had no choice.' I asked her two weeks after we started, 'Have we lived up to our record?' She responded, 'even better.' We no longer have to, or need to, make the case for safety."

Over the past 17 years that the company has performed construction services for commercial and industrial projects, they have worked 900,000 hours with zero workplace recordable incidents. They have also been awarded the ABC Step Diamond Award for the past six years.

How do you get to that point?

Lauger says the company's culture accounts for its success. "Our company, and our employees, would not be successful if not for our caring atmosphere," says Lauger. "We continue to grow and add employees. Yet, every employee is met and greeted by everyone here. The safety orientation is one-on-one."

Respect is front and center. "If, during a safety inspection, someone is found performing unsafe work, we do not speak down or humiliate our employees," says Lauger. "We ask them, 'Why do you think you were doing your project in this manner? Did you understand this practice was unsafe?' In other words, we want to understand the core thinking that brought about this action. Then, we work to correct the internal decision-making that brought about this choice."

Another manifestation of the culture of caring is transparency. "We discuss labor costs [and] insurance costs with all employees all the time," notes Lauger. "We show our employees that even if they save two hours every day for five years and then had the one accident that is inevitable, all those hours would not cover the costs of one incident. Our workforce hours are not enough to cover one incident without having our company, and therefore our employees, being removed for consideration for work due to safety metrics used at plants."

Lauger adds, "Our system of identifying hazards on a continual basis with continuous safety training with a caring attitude that moves in both directions between management and employees has empowered our company to grow a safety culture that is bottom-up and top-down in every situation." —AS



**Lindblad Construction** | Construction  
Joliet, IL  
120 employees | 1 site | 4 EHS professionals

**W**hen describing the safety department at Lindblad Construction, safety coordinator Megan Vidano enthuses that they're "ready and eager to assist with any safety needs." And that readiness and eagerness is fostered by an ownership team that takes "a very proactive approach to preserving the safety of each employee," she says.

At Lindblad, a privately-held construction firm outside of Chicago, the owners approve and support numerous safety initiatives, including industrial hygiene sampling for MDI compounds and silica at jobsites, annual company-wide training sessions, and defensive driving courses. In 2021, the company invited OSHA in for a voluntary overall program audit, and Lindblad also will undergo a third-party program audit to as-

sess its overall safety program, culture and safety performance on jobsites.

"Jobsite audits serve as a leading indicator of safety in the field and a good opportunity to determine any areas for improvement," Vidano explains. "Near misses and incidents are tracked and analyzed for root causes, [that are] then used to enhance the existing safety program to prevent future issues."

Lindblad's approach to all facets of EHS also includes an environmental, social and governance (ESG) program that aims, according to Vidano, "to preserve and promote the safety and well-being of the environment and workforce. This is achieved by respecting the environment in which we work and supporting fairness and an equal opportunity for others in the construction industry."

Some of the elements of the Lindblad ESG program include:

- Environmental awareness training for all employees related to the scope of their work, such as work performed in protected wetlands.
- A chemical and waste management program to dispose of unused chemicals returned from jobsites.
- Participation in a program run by utility provider Commonwealth Edison to promote a more diverse workforce in construction-related jobs, as well as partnering with minority and woman-owned businesses in the Chicagoland area.

"Engagement in the safety program from the top levels of management to each craft employee is fundamental," Vidano asserts. "Efforts to preserve jobsite safety transcend the typical hazard prevention methods common of our industry." —DB



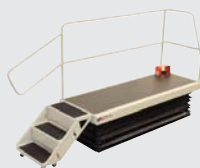
## WORK ACCESS LIFTS

### SAFER & MORE EFFICIENT THAN LADDERS OR SCAFFOLDING

- Advance work access lifts elevate workers, materials & tools to convenient work heights at the push of a button.
- Applications include production, assembly, inspection, maintenance and order picking.

We have over 1500 standard products as a starting point to meet your needs and often end up with a totally custom and unique design. Options include handrails of all types including retracting versions, vertical rising gates, swing gates, pipe stanchions with chains, platform cut-outs, platform extensions including retracting versions, work benches, tool boxes, accurate positioning with + -1/8" repeatability, power drives for horizontal movement, special finishes such as stainless steel or epoxy paint, special fluids such as bio-degradable or fire resistant, explosion proof power units, single stage lifts and multi-stage lifts.

**CHOICES ARE UNLIMITED, SO IF YOU CAN IMAGINE IT, WE CAN BUILD IT.**



**FULL DESIGN GUIDE, WHITE PAPER,  
THREE (3) VIDEOS  
AVAILABLE AT [ADVANCELIFTS.COM](http://ADVANCELIFTS.COM)**



**SAFE WORK PLATFORMS HAVE BEEN OUR BUSINESS SINCE 1974 LET US BUILD ONE FOR YOU**

**1-800-843-3625**



**MetroPower** | Electrical construction  
Macon, GA  
650 employees | 100 sites | 6 EHS professionals

Is there such a thing as “safety-love”?

According to Jim Ditter, CEO of MetroPower, there is.

“At MetroPower, safety is not just a philosophy—it’s a moral obligation we share to protect ourselves and our co-workers,” explains Ditter. “I find it disheartening when someone says, ‘accidents just happen.’ I don’t believe that, nor do I want to work with people that behave that way.

“As safety becomes a part of your daily life at work, we hope you’ll keep it a top priority outside the workplace as well. I have personally experienced this at home, as our family holds each other accountable to eliminate unsafe behaviors. At work, at home and in our communities, we are one big family, and we need to share the ‘safety love.’”



**Russell Marine LLC** | Construction  
Channelview, TX  
200 employees | 1 site | 6 EHS professionals

Training and technology are two of the essential keys to Russell Marine’s proficiency in safety. As a niche pile driving and marine construction company, Russell Marine regards safety as “an essential element to having and operating a successful business,” explains Russell Morris, vice president of risk management.

Each year, employees attend two to three days of training, at a cost of \$1,000-\$2,000 annually, Morris points out. The company also requires potential new hires to spend 8 to 12 hours in training before they start work, and they have to successfully complete the training as a requirement of employment. In addition, all supervisors and managers have to complete OSHA’s 30-hour construction training.

The company owns 25 cranes, and has identified cranes and rigging as a hazard that needs to be controlled, since cranes

This philosophy is working, as the company announced they just recently celebrated over 2.1-million-man hours worked without injury.

One reason might be the makeup of the safety team. “Our entire department, with the exception of one administrative role, was master electricians running large jobs before switching to safety,” says Ashley Moore, safety coordinator. “They are relatable and able to bond with employees, gaining respect for our advice and processes. This has helped to build an incredible safety culture where safety is not just a goal. It is a priority.”

Incorporating safety on a daily basis helps reinforce behaviors. In fact, at MetroPower, employees use a behavior-based program that encourages them to observe each other’s work and provide feedback. Employees participate in a Job Hazard Analysis as a group each morning to review what hazards are present and all the ways these can be eliminated or reduced.

“We meet monthly to discuss good catches and improvements recommended during observations,” notes Moore.

Continuing education is part of the safety process as well. All employees are expected to complete a minimum of 18 hours of continuing education. These courses can consist of technical or safety training outside of mandatory courses. Additionally, employees are required to complete a basic First Aid and CPR course within six months of hire.

Technology is another tool the company uses to help track its efforts, which includes a safety database management system and telematics devices. —AS

are used on every project. “To control the hazard, we send every field employee to a professional instructor-led course for two days,” Morris says. “Superintendents complete a five-day rigging course, and the safety department provides refresher rigging training throughout the year.”

In terms of technology, Russell Marine uses a cloud-based safety management system (SMS), which allows the company to analyze safety data and look for leading indicators. For example, Morris says they can run reports to see if all the crews are submitting the required documents. The SMS is modeled on the ANSI Z10 occupational health and safety standard, and the SMS requires the company to conduct the plan, do, check and act steps to improve continuously.

Indeed, continuous improvement is an essential process within Russell Marine’s safety initiatives. The SMS analyzes 33 leading and lagging indicators and, as Morris notes, the company is always looking for more ways to improve. Among the significant indicators the company analyzes are employee observations submitted, hazard hunts performed, days to close incident reports, equipment inspections completed, Management of Change procedures (MOCs) completed, and job safety analyses (JSAs) completed.

The adoption of the cloud-based SMS that is accessible through a smartphone, tablet or computer allows every employee to contribute to the company’s safety program. “The system multiplies the effectiveness of the safety program by allowing everyone to contribute in real time,” Morris says. —DB





**Sani-Matic Inc.** | Hygienic automated cleaning equipment  
Sun Prairie, WI  
150 employees | 1 site | 1 EHS professional

**W**hen you are in the business of designing and manufacturing sanitary process cleaning systems and a pandemic hits, you jump into action.

Sani-Matic teamed up with seven major pharmaceutical companies to help supply sanitary equipment to help prevent the spread of the virus. Providing products, while keeping its own workforce safe, the company moved to flexible working hours both at the facility and offered remote work. A COVID-19 questionnaire and screening process for all incoming personnel and customers was established as well as procedures for working remotely. Nothing was left to chance.

Part of the success of reacting quickly to the pandemic was having the right people in place.

“When we recruit for new employees, we look for the candidate to have the right safety and culture fit by having each person complete an online assessment to ensure both the employee and hiring manager gel well together,” explains Austin Kiddoo, EHS and facility manager. After a structured onboarding process, new employees throughout the entire organization are given a mentor.

With an eye toward constant improvement, in 2020 the company created an internal program called the Sani-Matic Way to up its game. “The foundation for being the best comes from great people in a safe and healthy culture,” says Kiddoo. So every Monday morning, employees receive a video from the CEO to discuss one of the company’s 30 fundamental beliefs.

Safety doesn’t just come from the top of the organization. The company’s safety committee is comprised of key management and three to four office/shop employee representatives who rotate every six months, which helps to ensure fresh ideas. “All employees are encouraged to report all safety suggestions or concerns at any time,” notes Kiddoo. “In fact, near misses are considered proof of our strong safety culture.”

Keeping vigilant has led the company to employ an extensive auditing system that includes annual mock OSHA audits conducted by third-party consultants, housekeeping audits and fall protection equipment inspections.

“Being vigilant about safety is knowing and practicing the safety procedures for your job,” says Kiddoo. “Watching out for the safety of your teammates as well, for we’re all part of the Sani-Matic family.” —AS



**Tri-City Electric Co.** | Electrical construction  
Davenport, IA  
1,500 employees | 2 sites | 13 EHS professionals

**T**he mindset of “If it ain’t broke, don’t fix it,” does not apply to Tri-City Electric. The company doesn’t just settle for the minimum when it comes to standards and compliance.

“We are constantly looking for the ‘better’ way of doing something even though there may be no issues with compliance in the current way,” says Travis Keeney, director of risk management.

For example, Tri-City’s Job Safety Analysis program has allowed the company to mitigate potentially unsafe conditions and equipment before injuries happen as well as identify unsafe or improper employee work habits.

The safety department collaborates with the construction services team to identify challenges, brainstorm ideas and implement them into the jobsite, including cable reel lifting devices, a light pole “zero-lift” process and prefabricated duct banks.

In addition, the prefabrication department acts as an extension

of the safety department to develop in-house tools and engineering controls to prevent musculoskeletal injuries, among other jobsite hazards. This coincides with the implementation of several ergonomic policies, such as two-person lifting and specific tool requirements, that go beyond regulatory requirements.

Tri-City also educates and mentors field personnel to ensure everyone knows the regulations and safe work practices, the reasoning behind them and how they contribute to a safer jobsite. It’s working. The company has an all-time low Experience Modification Rating and a Lost-Time Injury Rate significantly lower than the industry average.

Beyond that, Tri-City has started to emphasize hazard recognition and engagement among field workers. The company awards prizes and rewards to those who submit new ideas or identified processes that should be revised to improve safety.

“Most of our policies, procedures, unique tools and ideas have come from employees over time,” Keeney says. “In addition, employees rotate through various safety committees to provide even more detailed feedback to the safety and management team.”

Keeney says the company plans to continue building on its safety culture, which means going above and beyond.

“If, as an organization, we settle for the bare minimum or just focus on compliance, we are not adding value to our safety processes and culture,” he says. “We must be ahead of the curve and identify ways to become better.”

“Our goal is to set the bar high with our safety performance and be a leader in the industry. We strive to develop new ideas that others can use and better the industry altogether.” —NS



YEE XIN TAN | DREAMSTIME

# The One Thing You Need to Know About WORKPLACE SAFETY

*Start by identifying what is the one most important safety initiative you want to make progress on this year.*

**By Sharon Lipinski**

**I**n *The ONE Thing: The Surprisingly Simple Truth About Extraordinary Results* by Gary Keller and Jay Papasan, the authors share physicist Dr. Lorne Whitehead's work demonstrating that a domino is capable of knocking down another domino one-and-a-half times its size. What that means is that a domino that is just 5 millimeters tall can knock down a domino 7.5 millimeters tall, which then could knock down a domino 11.25 millimeters tall. In such a manner, it would only take 29 dominoes to knock down the Empire State Building.

To help readers identify their own first domino, the book suggests they

ask themselves the following question: "What's the ONE Thing I can do such that by doing it everything else will be easier or unnecessary?"

Inspired by the book, the author surveyed and interviewed safety professionals as well as company leaders. The author discovered a few common themes and patterns about respondents' ONE Thing across four main categories:

- their upcoming safety initiatives,
- targeted safety practices,
- the role of senior leadership in safety and
- the beliefs of those on the frontline of performing the work safely.

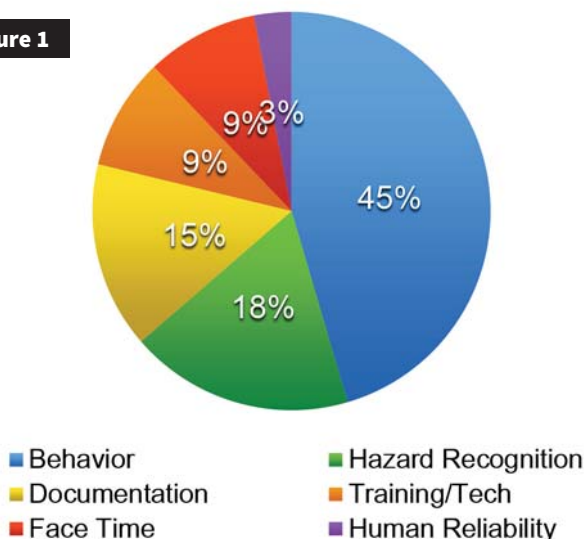
## SURVEY RESULTS

Respondents represented a wide range of industries, including safety consultancy, utility, manufacturing, government, construction, mining, oil and gas, military, and health care. Below is a summary of their responses to four questions.

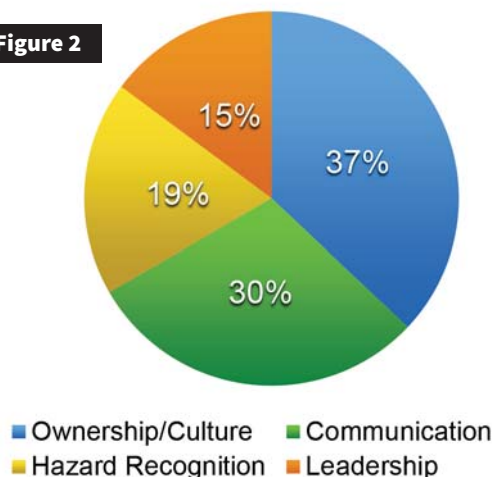
### **What is the one most important safety initiative you want to make progress on this year?**

Most respondents (**Figure 1**) reported initiatives targeting behaviors such as improving reporting, critical thinking, planning or psychological safety. Many responses in this category referred to ownership and culture in general. Next most common were behaviors targeting employees' hazard recognition or risk acceptance skills. Several organizations reported focusing on centralizing and streamlining their documentation for employees or for certification purposes.

**Figure 1**



**Figure 2**



Others had software or training roll-outs in progress.

### What is the one strategy, tool or behavior your team needs to adopt to improve safety?

While most respondents (Figure 2) reported they would like to generally target behaviors that improved ownership or culture, there was not often a specific behavior identified that would help accomplish that goal. Communication behaviors were the next most common, with respondents wanting to improve job planning dialogues, storytelling and information sharing. They also reported the need to be continually recognizing, anticipating and mitigating hazards. Leadership behaviors such as coaching, seeking feedback and strategic thinking were also mentioned.

### What is the one thing you really wish your senior leadership understood about safety?

Many respondents (Figure 3) reported that they work for leaders who “get it.” Others mentioned how critical it is for leaders to understand just how much they influence safety. Whether or not they lead by example or give mixed messages drives results and behaviors down the line. They also want their leaders to appreciate the complexities of safety: it impacts the organization in many ways, there are many root causes, it’s difficult to measure and it takes time to see results. So, invest in programs and safety staff.

### What is the one thing the front line needs to understand about your safety program?

In a nutshell, respondents want the front line to know that the safety department isn’t responsible for safety (Figure 4). The front line has to own the program, follow the guidelines and reach out for guidance from the safety department when they need it. Many respondents want the front line to understand just how much they care about going home in the same condition and that the purpose of the safety department is to make that happen. If safety procedures are too burdensome or not helping, then collaborate with safety to make it better.

## INTERVIEW INSIGHTS

For a deeper understanding of the ONE Thing across these four questions, the author interviewed safety professionals and company leaders from the manufacturing, maritime, military, utility, construction, environmental inspection, pharmaceutical, and oil and gas industries. Based on these interviews, here are four principles to help take your organization’s safety to the next level.

### 1. Embrace Metrics

Across the board, there was significant frustration and lack of clarity when it came to metrics that accurately conveyed an organization’s level of safety or risk. The safety professionals we spoke with understood that having statistics for their leaders was important,

but they also found it really hard to do.

In the past, there was a lot of focus on lagging indicators around injury rates and lost time, but those statistics don’t provide information on what is causing a problem. Nor do they tell if an organization is safe or if it’s just that all the holes in their Swiss cheese haven’t lined up yet. Nevertheless, there is still a lot of pressure on those metrics.

On the one hand, safety professionals are feeling that these lagging indicators are inadequate. But on the other, they can’t let them go. Part of the reason they can’t let them go is because there aren’t good replacements. During our interviews, we collected over 30 potential candidates for leading indicators.

Despite these difficulties, it’s important to embrace metrics because time and money are finite. When invested in one area, they can’t be invested someplace else. Knowing if an investment was worthwhile and should be continued requires some kind of way to measure success.

### 2. Embrace Buy-In

Time and time again, safety professionals expressed the belief that workplace safety was not solely the responsibility of the safety department and that every person in the organization played a role in it. Safety professionals said they wanted more buy-in from other departments. They wanted employees to take ownership of their own personal safety.

Safety culture, ownership and accountability are driven by buy-in. Buy-in comes from at least three places.



Figure 3

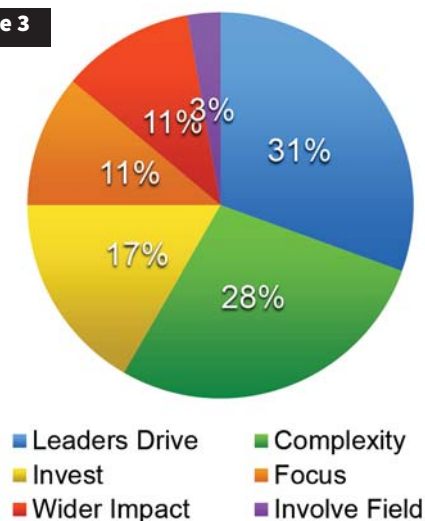
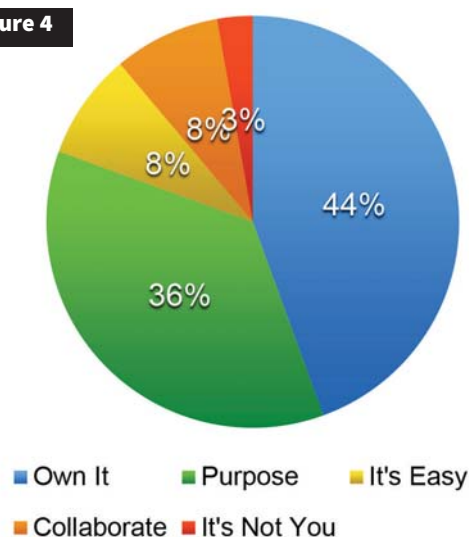


Figure 4



The first happens when employees connect the dots for themselves about how some change the organization wants to make to a process, a piece of equipment or a behavior is important to them. It's much easier to write a memo or stand in front of a classroom and tell people why it matters. But it's much more powerful when they realize for themselves how it protects something they want to protect or helps them accomplish something they want to accomplish.

Buy-in also happens when employees participate in the problem-solving process. Adults like to feel a sense of autonomy, and they want to apply tools and strategies in ways that make sense to them and accommodate their experiences. Involve employees in crafting the solutions, and they will be significantly more bought in. During our trainings, employees always craft their own plan of action on how they will apply a new behavior into their own work day.

The third place buy-in comes from is leadership. Are leaders allowing the time and investing in the structure that allows employees to connect the dots and be a part of the solution? Are they communicating mixed messages about safety? Are they undermining employees' sense of autonomy or respect with authoritative or dismissive communications?

### 3. Embrace a holistic approach.

Many organizations are finding that the quick wins and easy solutions are already addressed. To reach the next level of safety performance, they have to dig deeper

and address multiple areas to have an impact. It requires both developing resilient systems so that employees are protected when errors are made and improving how employees behave within the systems.

When it comes to changing how employees behave, organizations have to appreciate how difficult that is. Human beings are complicated. Employees don't leave work at work or home at home. Their physical and emotional well-being matters, so improving workplace safety means investing in programs that help employees create healthy personal well-being habits.

Leadership and communication skills are important at every level in an organization, but they are most often neglected in the frontline supervisors, who can have the greatest impact on workplace safety. Getting employees to adopt these new skills requires both good training and embracing the next principle: focus.

### 4. Embrace Focus

Returning to the domino analogy, the domino is the initiative to learn a new technology, tool or behavior that will make the biggest improvement and set you up to knock down the next domino. Unfortunately, knocking over a domino takes so much more time and effort than we would like.

One of the biggest struggles mentioned in our interviews was how hard it was to maintain focus long enough to see results from an initiative. Organizations have so many other priorities to address. There's always the next

training to conduct, the next initiative to launch and that next e-mail to send. As a result, organizations have moved on before employees have incorporated new knowledge, tools and behaviors into their existing habits.

In order to get long-term measurable results, we recommend organizations plan to spend at least 60 days after the launch focusing on the knowledge, tools and skills they want employees to retain. Plan ahead of time the micro lessons that will revisit key topics and takeaways from different angles or with different examples. Establish a structure that helps employees practice new skills until it becomes a natural part of their day.

## MAKING A DIFFERENCE

Now it's your turn. What is the ONE Thing you can do such that by doing it each of your efforts to create a safer workplace will be easier or unnecessary? As you're answering that question, take a holistic approach to look at the entire organization and the many facets of your employees' lives. Involve employees in strategizing how to knock the domino over, identify the metrics by which you'll determine the success of the initiative, and then focus on it long enough to make the difference you want see. **EHS**

**Sharon Lipinski is the Habit SuperHero and CEO of Habit Mastery Consulting, which helps organizations increase their targeted safety behavior by up to 150%.**

EHS<sup>Today</sup>  
**Safety Leadership**  
CONFERENCE

**SAVE \$200**  
REGISTER TODAY!

## BUILDING THE FUTURE OF WORKER SAFETY

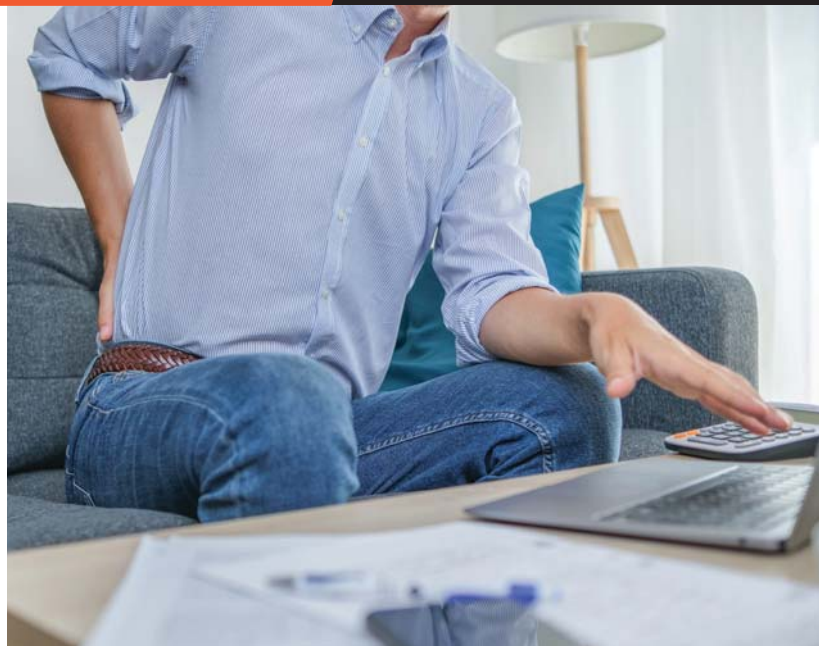


**OCTOBER 18-20, 2022**  
THE HUNTINGTON CONVENTION CENTER OF CLEVELAND

The 11th annual Safety Leadership Conference is designed to share best practices with companies working to achieve world-class safety. Attendees will hear from industry experts and the 2022 class of America's Safest Companies, who will offer insights into how to develop and sustain a safety culture.

- **Learn** how to encourage best practices in your workplace.
- **Discover** how to implement transformational safety leadership within your own company.
- **Acquire** OSHA compliance guidance.
- **Improve** your knowledge of plant floor safety technology.
- **Understand** the key elements of a world-class safety program.

**REGISTER NOW** AT [SAFETYLEADERSHIPCONFERENCE.COM](https://SAFETYLEADERSHIPCONFERENCE.COM)



TOMMASO79 | DREAMTIME

## How to Develop an **ERGONOMICS** Program for Remote Workers

*For a growing number of workers, a well-designed workspace now refers to their home office setup.*

**By Ron Goodman**

**A**s COVID-19 spiked around the world in early 2020, companies shifted en masse toward remote work. Many organizations were telling themselves a story that things would revert to normal once the COVID-19 threat waned, but two-plus years later, it is clear the pandemic marked a turning point—in how we do business.

Data show the pandemic has changed the way employers and employees view the future of the office environment. Some organizations continue to seek hybrid options, while others see fully remote options as talent retention and recruitment tools. In fact, according to a recent Stanford University study, hybrid work options for a large technology firm reduced attrition rates by 35%.

When it comes to hybrid options, for those whose jobs can be performed from home, over half of employees report a preference to work fewer than three days a week in the office.

Despite these benefits, many work-from-home environments are fraught

with health and safety risks. To protect employees from injury and guard against skyrocketing workers' compensation costs, employers must prioritize the safety and well-being of their at-home workforce. This starts by addressing a primary risk posed by remote work: poor ergonomics.

It's common to hear about home-based employees slumped over a laptop while sitting on a couch or awkwardly situated at the kitchen counter or table. Often, remote workers lack access to adjustable office equipment or knowledge of how to optimize their home environment to achieve an ideal ergonomic setup.

To make matters worse, workers may find themselves logging more hours at home in these uncomfortable body positions. In environments with unmanaged ergonomic risks, rates of occupational injury will climb. We typically associate wrist and hand injuries with computer work, but the risk is actually also common for the lower back, shoulders, neck, eyes, elbows and forearms.

"It's a growing problem," says Katherine Mendoza, EHS director with the National Safety Council. "Many companies, if they are not seeing an increase yet [in musculoskeletal disorders], they probably will, and this is an opportunity for companies to start thinking about it."

Experts argue that ergonomic injuries normally take six to 12 months to develop, making early detection and proactive interventions important. Indeed, as early as mid-2020, 41% of all workers were already reporting new or increased pain in their shoulders, back or wrists.

Increased pain, discomfort and injuries negatively impact employee morale, well-being and productivity. Beyond the individual harm, ergonomics issues can also contribute to high direct and indirect costs that affect company operations and financial performance.

"Adopting a culture of prevention is critical in this new environment since it enables companies to detect early warning signs of problems, such as pain and discomfort, and to take action before injuries can develop," says Kevin Costello, ergonomist and president of New York-based U.S. Ergonomics.

The collection of accurate, real-time data on employee work behaviors and risk exposure was key for managing office ergonomic risk before the pandemic. But when employees are effectively invisible working remotely, gathering accurate real-time risk data becomes even more necessary.

For a company to be effective at managing ergonomic risk, it must have visibility into what is happening within the workplace, even if that workplace now extends into employees' homes. When an organization lacks this visibility to risk, it becomes increasingly challenging to detect poor employee workstation setup or at-risk behaviors as well as provide recommendations to address these concerns.

Digital solutions that engage employees in the regular assessment of risk and empower them to address these issues early can be the difference between controlling injuries or being controlled by them. When determining what software solution can help you manage ergonomic risks in your remote workplace, consider the following:



## **W1. Invite employees to play a role in managing risk.**

Many employees are simply unaware that specific behaviors or even the design of their workstations can increase the risk of a soft tissue injury. Often, the first step in managing ergonomic hazards is being educated on where hazards exist in the working environment.

When considering a software solution, it's crucial to select one that offers tools to help increase employee knowledge of ergonomic risk while also enabling employees to assess their own level of risk exposure by considering their personal working behaviors and workstation designs. Moreover, these tools need to help guide employees on corrective actions.

Platforms that help highlight critical concerns and focus attention on issues relevant to the individual worker are immensely useful in getting—and keeping—employees involved in occupational health and safety programs.

## **2. Promote self-awareness and behavior change.**

Simply designing more ergonomically-sound workstations will not guarantee an injury-free workplace. People can still adopt poor postures and unsafe working behaviors in an ideal working environment.

Therefore, employers need to consistently connect with employees and encourage them to continuously assess how they are working, how it might impact their risk exposure and suggest changes to ensure hazards are being actively managed. Inspire employees to drive this level of self-awareness and behavioral self-reflection to encourage them to take corrective actions.

Software solutions that monitor working patterns and encourage regular breaks with movement can be effective at promoting increased circulation and reduced muscle fatigue. And, tools that increase body awareness, such as noticing seated postures or wrist position on a keyboard, can help reduce static posturing that can lead to stiffness.

It is important to note that these solutions will only be effective if they are sophisticated enough to work with

employees rather than creating resistance. For example, activity-based reminders are better-received than time-based ones. Ensuring that employees can continuously assess their ergonomic risk exposure and make small adjustments in how they work helps to create a culture of continuous improvement.

**Managing ergonomic risk sustainably requires employee ownership, as your ergonomic experts can't be everywhere at once.**

Resolutions may be individualized, but a formal ergonomics system introduces an underlying culture of acceptance and awareness. When employees experience company-provided prompts for body awareness and mental health breaks, they may feel less stigma around raising an ergonomic-related issue with a supervisor or colleague.

## **3. Focus on the individual.**

Managing ergonomic risk sustainably requires employee ownership, as your ergonomic experts can't be everywhere at once. Leveraging technology to personalize your ergonomics program to each employee ensures that solutions and data are relevant to them and gives them agency to not only find problems but to fix them, too. After all, employees who are actually exposed to the hazard have the most to gain by improving their office ergonomics.

Any ergonomics software solution under consideration should include features that help guide and empower employees to resolve identified risks, including the ability to create individual action plans that offer research-based recommendations on how employees can easily and cost-effectively address risks by themselves. Ideally, when the software detects an issue, employees will have a way to take immediate actions, such as contacting someone at their organization or an external safety expert.

And while ergonomics recommendations need to be personalized, aggregating data from across the system is powerful, too. If you can show all employees how ergonomic risks are identified, assessed and resolved, it will help gain buy-in and ensure future successes.

## **4. Provide employees with feedback loops.**

Finally, a good solution will include ways for employees to close the loop by indicating when and how an ergonomics issue has been resolved or is being addressed.

Ongoing reminders allow employees to reflect on their progress, receive refreshers on the importance of certain ergonomic adjustments, and prioritize their mental and physical health in more bite-sized ways. Over time, microlearning enables greater awareness of ergonomics concerns to reduce injuries and keep those instances low. Employees can also report back with ways they have addressed and managed potential risks, helping to strengthen an ergonomics program over the long term.

## **Final Thoughts**

"The solution doesn't have to be a new desk or chair," says Mendoza of the NSC. "There are a lot of fantastic solutions out there to decrease the risk and make the employee more comfortable. It's hugely important to engage employees as part of the solution."

The success that many of our clients have had at reducing ergonomic risks across their workforce is because they focused on employee engagement. They designed their ergonomics program to be easy-to-use, relevant and appealing. Their program also prioritized employees' needs and interests.

High-performing organizations that deploy a workforce-driven ergonomics program and successfully engage employees will not only be positioned to overcome the challenges of keeping remote employees safe; they will also be better equipped to adapt to whatever workplace changes lie ahead. **EHS**

**Ron Goodman is an ergonomics product manager at Cority, a global provider of enterprise EHS software.**

# How to Reduce Stress and IMPROVE MENTAL HEALTH in the Workplace

*Companies need to develop a new understanding of stress and help people feel connected and supported.*

**By Richard Parke**

**M**ost often, stress has a negative connotation. We associate stress with headaches, sweating, rises in blood pressure and other physical symptoms.

In reality, however, stress serves to help and protect us. The stress response is part of our evolutionary biology since our earliest human ancestors depended on it for survival. When we face serious threats or danger, stress creates adrenaline and a boost of energy that gives us the extra brain power to focus on what's needed.

The problem is that, in today's environment, there are too many stressors. We've just been through a pandemic that caused us to miss a lot of events and stay home for longer than we've been used to. National and world events have only added to that stress.

The American Psychological Association regularly polls Americans about their stress levels. In March, more than 80% of respondents said the biggest stressors of their lives included all of these concerns: inflation, supply chain issues, global uncertainty and the war in Ukraine. The report stated that while we are doing remarkably well in coping with these issues, we are reaching "unprecedented levels of stress."

The report also notes that diminished social support during the pandemic made coping with stress much more difficult. It's time we reverse these trends, and it starts with us as leaders. We don't have to perpetuate negative and stress-

ful environments any longer, especially in the workplace. There are changes you can make in your organization to reduce stress and improve mental and physical health for all. You can start by developing a new understanding of stress, creating a long-term strategy for your organization, and helping people feel connected and supported.

## CHANGE YOUR OUTLOOK ON STRESS

In his seminar on building personal resilience against stress, Neil Shah, chief de-stressing officer of The Stress Management Society and founder of International Wellbeing Insights, helps us understand

ity to handle it—too little stress and people get bored and depressed; too much stress and people get burned out and breakable.

## DEVELOP A LONG-TERM STRATEGY

To make lasting changes in your organization, you need more than just "initiatives." You need a long-term strategy. Shah compares organizational change to a GPS: In order to get anywhere, you need to know where you currently are and where you want to end up. Then, you can see the path that will take you there.

You can evaluate where your organization stands in terms of mental



ELENA ELISSEVA | DREAMSTIME

stress in a few different ways. Stress can be represented as an equation: force divided by area equals pressure. That is, to reduce pressure (or stress), you must spread the weight over a larger surface or reduce the load.

Another way to view this explanation is to think of people as bridges: If there is a large load of heavy trucks piled in a single spot on the bridge, the bridge might collapse. However, if the trucks are spread out across the bridge, the bridge will stand.

The key is to find the balance between the amount of stress and a person's abil-

ity to handle it—too little stress and people get bored and depressed; too much stress and people get burned out and breakable.

health through interviews, surveys, focus groups and site visits. The vision of where you want to be can be created through leadership visioning exercises and goal mapping. The steps to get there might include training, workshops and policy changes, to name a few.

It is worth noting that many employees would love to see more mental health benefits at work. A 2022 report by PeopleKeep shows that 63% of employees value mental health benefits (one of the most valued benefits), yet only 5% of employers offer such

benefits. That leaves a lot of room for improvement. Consider adding mental health benefits for your workers, such as wellness programs, therapy and employee assistance programs.

## CONNECT WITH—AND SUPPORT—PEOPLE

Finally, in this increasingly virtual world, we are losing our connection with each other. There are fewer opportunities for water cooler conversations, and people can lose interest in each other's lives.

One way to combat this is to ask more questions about how people are doing—and not just the basic “How are you?” that merits the canned response, “I’m fine.” Shah encourages people, especially leaders, to always follow up with a second question, such as “What’s the latest with your life?” or “Are you sure you are OK?” To get genuine answers, you must also be honest about your life and cultivate an open, vulnerable dynamic.

It is also important to make sure people feel supported and have access to all the resources they need when dealing



INTERNATIONAL WELLBEING INSIGHTS | AVETTA

with stress or mental health challenges. Make these resources easy to find, and use signs and emails to communicate so everyone knows what is available.

No organization will function well when its workforce is stressed and burned out. If you want people to perform well and thrive at work while staying physically, mentally and emotionally happy, it is worth taking steps to transform your organization. In your efforts to create a less stressful orga-

nization, realize that you don't need to create huge programs—small steps matter. Start small, and you'll find that those small steps can make a big difference. Use these insights and suggestions to get started to help put an end to the stressful work environment. **EHS**

***Richard Parke is senior vice president for supplier services for Avetta, a provider of supply chain risk management solutions.***

**ULINE**

SHIPPING SUPPLY SPECIALISTS

**WORKPLACE PROTECTION**

ORDER BY 6 PM FOR SAME DAY SHIPPING

COMPLETE CATALOG **1-800-295-5510** [uline.com](http://uline.com)



# Getting with the Safety Plan

*OSHA urges adoption of safety and health management systems.*

By David Sparkman

Let's suggest the following scenario: Inspectors from the Occupational Safety and Health Administration (OSHA) show up at one of your worksites. They want to see all of your paperwork pertaining to the safety practices they are scrutinizing. Besides required documents, what would be a good idea to have available to show them?

Of course, you want to have everything an employer is expected to have on hand for the inspectors' review intact and readily available, such as illness and injury report data. But what else should you have to show the OSHA inspectors? Evidence that you have taken additional measures to maintain a safe workplace can be helpful, especially if OSHA has already said they are something the inspectors will look for, say attorneys from the law firm of Seyfarth Shaw.

This may be the case for those employers that have been targeted for OSHA investigations after the agency instituted its National Emphasis and Regional Emphasis Programs (NEPs and REPs), as it has chosen to do more of since President Joe Biden took office.

Most recently, the agency issued an REP in OSHA's Region 3 for various kinds of operations with a special focus on the use of powered lift trucks. It covers warehousing, storage and distribution yard operations located in OSHA's Region 3, which encompasses Pennsylvania, Delaware, Maryland, Virginia, West Virginia and Washington, D.C.

In addition to general and refrigerated warehousing and storage, other employers in the region were told to get ready for special scrutiny by the agency, including retail and wholesale groceries, wholesale meat products, beer and ale, fluid milk, and bottled and canned soft drinks and water. Beyond lift trucks, OSHA says it will be looking at lockout/tagout practices, life safety,

means of egress and fire suppression.

In this situation, one way to advance your company's cause is being able to show evidence that a worksite has implemented safety planning measures recommended by OSHA. Specifically, a Safety and Health Management System (SHMS) may help demonstrate your commitment to improving safety and health outcomes as well as reduce legal liabilities, according to the attorneys.

"While OSHA often requests a company's 'safety program' during its on-site inspections, this is a misnomer as there is no federal requirement for an overarching 'safety program' to govern all hazards and safety and health programs," they said. Currently, there is no federal OSHA regulation that requires an SHMS. (Although there has been talk for many years of federal OSHA developing a federal SHMS or Injury and Illness Prevention Plan standard, no regulations have materialized.)

However, the OSHA guidance explicitly recommends that employers develop an SHMS that encompasses all safety and health programs.

## HOW TO BUILD YOUR PLAN

Major elements of an SHMS that OSHA would like to see you include are:



## Management Leadership.

OSHA wants employers to outline management oversight for the program, resources for the program, setting safety and health goals, and verification.

**Worker Participation.** OSHA advises employers to include employees in far more areas of safety and health programs than are typical in industry. This includes: policies requiring reporting of safety concerns, prompt investigation and response to those concerns, providing access to programs and documents, conducting workplace inspections, investigating incidents, and reviewing and improving training programs.

**Hazard Identification and Assessment.** This means a wide-ranging review of potential safety information, such as past incidents, OSHA standards, equipment safety information and input from team members. Employers then inspect the workplace, including after incidents, and identify the hazards they will prioritize for abatement.

**Employee Education and Training.** Training addresses programs, controls and hazard identification. Key to any program is that supervisors must be trained on respon-

sibilities under the Occupational Safety and Health Act with regard to supervision and enforcement of safety rules.

**Hazard Prevention and Control.** In regard to hazards, management will identify or anticipate them. Management will gather and evaluate information about appropriate controls, select appropriate controls, and then take the necessary steps to ensure that they reduce safety and health risks to the lowest acceptable level.

**Program Evaluation and Improvement.** Employers must monitor program performance and track progress, including metrics on the number of inspections that have taken place, the number of hazards reported, number of OSHA-recordable injuries and illnesses, and injury and illness rates compared to the industry.

**Communication and Coordination for Host Employers, Contractors and Staffing Agencies.** In temporary worker, staffing agency and multi-employer situations, OSHA believes that safety is enhanced when

employers establish mechanisms to coordinate their efforts and communicate effectively to afford all workers protection against hazards. These efforts include worksite-specific training on reasonably anticipated hazards.

“OSHA values SHMSs and likely will interpret the good faith implementation of an SHMS by an employer as an effort to address employee safety and health in a positive manner,” stress the Seyfarth Shaw attorneys. “If the employer has an SHMS, OSHA may be less likely to open an on-site inspection, less likely to expand its inspection, more likely to limit an on-site inspection, and less likely to issue citations.”

A measure of the extent of the agency’s belief in the importance of these plans is the fact that the federal OSHA agency maintains its own SHMS that applies to OSHA employees. In fact, judges have vacated willful OSHA citations where it was found that the employer was not “doing nothing” to address the hazard.

“An SHMS would provide evidence that the employer recognized a hazard and attempted to address it in good faith, and that any violation of the OSH Act was not willful,” the attorneys point out. In addition, OSHA often demands the institution of such a program as an “enhancement” to settle citations, meaning that an SHMS may be a useful tool in settlement of pending citations.

“Safety professionals tell us that employers can reduce their rates of occupational injuries and illnesses by examining the hazards in their workplaces and developing strategies to reduce them,” the attorneys say. “An SHMS is recommended as an effective way to formalize those efforts and address safety.”

They add that employers also may wish to check out these substantive details from OSHA on how to write and use an SHMS, along with a Bureau of Labor Statistics source that provides details on how to conduct a credible root cause analysis. **EHS**

## MARTOR SAFETY KNIVES. IDEAL FOR YOUR CUTTING APPLICATIONS.

### SAFETY KNIFE SECUMAX 320.

The specialist for cutting film, plastic straps and much more.

For more information:  
[www.martorusa.com](http://www.martorusa.com)  
[info@martorusa.com](mailto:info@martorusa.com)  
920.662.9646

MADE IN SOLINGEN,  
GERMANY

### SAFETY KNIFE SECUPRO 625.

For large cutting depths and the toughest challenges.

**martor**

# Building a **Safer Culture** in Construction

*A look at how technology and an agile mindset can make jobsites safer.*

By Jacob MacIntyre

**K**eeping employees safe and out of harm's way while on the jobsite is a top priority for any business in the construction industry. Tracking the minute details of jobsite incidents like injuries, falls, near-misses or hazards can be an onerous task, but it's one that must be completed with pinpoint accuracy to keep people safe.

The moment an unsafe condition exists or an incident occurs, work should come to a stop so the appropriate teams can collect data on what happened to analyze the incident. From there, safety teams can develop a root cause analysis (RCA) and subsequent corrective action plans (CAP) to prevent a similar issue from happening again.

While they sound straightforward, those steps take significant time and effort to implement. The problem is compounded when incident logs and other documents are hard to access for subsequent analysis and future reference.

Safety initiatives are just like any other project—they have stakehold-

ers, milestones, objectives and usually some type of time frame for completion. This is where the construction industry can benefit from additional usage of project management processes and technology, as construction projects tend to be complex in nature. Construction companies need to coordinate a multitude of contractors and subcontractors as well as keep tabs on the status of every part of a job.

In an industry where technology adoption can be notoriously slow, there needs to be a seamless integration between the team members physically surveilling sites for incidents and the technology that can analyze that data. This is why it's so important that the technology construction companies use must be agile: No two jobs are ever the same, and the tech being deployed to assist with it must be nimble enough to adapt from job to job.

Let's take a look at the types of technologies available to assist safety managers and how to strike a balance

between human operators and technology in order to tackle the challenges of efficiently tracking safety.

## SAFETY IS COMPLEX

Finding the correct balance between what technology can help with and where human creativity and critical thinking can help is a tricky one to get right, especially in construction, where the human touch is a necessity.

The tracking and inspecting of on-site issues is a largely manual process that must be done with supervisors who are physically present; therefore, technology cannot act as a one-stop solution. Rather, there must be a balance between how much human touch is involved and what capabilities can be gleaned from agile technological solutions. Achieving this balance requires understanding what makes tracking these issues so complex.

On job sites, safety incidents are observed with the "see something, say something" credo. If an employee sees something unsafe or out of sorts, they report it to a supervisor, who can raise the red flag for a safety violation and launch a subsequent investigation.

The first set of complexities arise from the "see something" portion. These are usually the result of human dynamics, apathy and change management problems (e.g., internal politics, motivation or fear of repercussions). These factors all contribute to workers feeling unsure about reporting unsafe conditions or incidents. A worker may wonder, "Will I have to go through an uncomfortable interview process in order to not be taken out of context?" or perhaps, "I might be implicated here. I'm going to look the other way."

The second set of issues stem from the "say something" part. These are more tactical and technical problems for safety managers. A worker may ask: How easy is it to report an issue? Will reporting this incident require filling out a lot of paperwork? Will reporting something take a lot of time? Where is this information supposed to be stored?



CINEBERG UG | DREAMTIME



## TECHNOLOGY'S ROLE IN KEEPING WORKERS SAFE

While improving the “see something” portion is largely cultural and policy driven, the “say something” portion is where agile technology can assist in incident tracking. After an incident has been raised with a supervisor and an inspection is conducted, the data collected must be stored in a centralized location that is easily accessible for future analysis.

For people working in trades, however, their productivity is reduced the longer they spend on administrative tasks. This isn't to say that manual tasks like reporting aren't essential, but these processes can be improved to allow employees to get back to work quickly—and safely.

Providing the exact inputs to a mobile app or device is complicated, especially if those inputs and requirements frequently change. Another challenge is offline capability. In many cases, new build construction sites do not yet have the infrastructure for Wi-Fi and data coverage may be intermittent or unreliable.

A lack of connectivity in some places has led to a reliance on spreadsheets in the construction space. Spreadsheets can provide some value for companies; however, they are often the only tool that people in the field have that they can control. This has led to an overuse of them being created without any uniformity in the ways they're created or shared.

For example, I've seen many instances in which massive workbooks contained within spreadsheets would barely even load. I've also seen some with highly complex macros and formulas to turn them into makeshift enterprise resource planning or inventory systems. Without concrete uniformity in the way they're built, there's no chance to effectively manage, govern, store or analyze the documents—and the data stored inside them. For safety managers, this is a big red flag, as this data is crucial to keeping employees safe and for staying in compliance with safety regulations.

## LEVERAGING AGILITY FOR SAFETY

One way to combat the use of legacy tools like spreadsheets is through the

use of no-code. No-code solutions enable anyone within an organization, regardless of technological background, to create applications and systems that create efficiencies and tackle complex problems.

The key benefit here is that those closest to the problem are the ones who can directly help solve it. This means that on-site supervisors can develop

automatically help companies keep tabs on changing safety regulations and protocols from the Occupational Safety and Health Administration as well as tracking facilities to ensure systems are up to code. This also presents an opportunity to keep all employee safety training in a centralized location and easily accessible to all when a new regulation arises or new

**Finding the correct balance between what technology can help with and where human creativity and critical thinking can help is a tricky one to get right, especially in construction, where the human touch is a necessity.**

applications and data repositories on the fly to track and log the data for future analysis. No-code platforms are set up in such a way that they ensure the creation of these applications and systems are linked to back end data analytics tools, making the task of pulling reports and analysis much easier for folks in the field who are looking for real-time insights on a job.

There are options that exist outside of no-code, such as point solutions or software as a solution (SaaS) tools, but they don't offer flexibility in development. Those solutions are commonly brought in to only solve one element of the specific problem and are one-dimensional in nature. They can help to manage safety initiatives but only one element of them.

No-code technology offers the flexibility for safety managers to instantly track, share and log vital issues that pertain to keeping workers safe on-site. Users can easily collect data from safety tasks, such as on-site walk-throughs and production reports. From there, safety managers can leverage automation to generate insights and develop RCAs and CAPs.

In addition, no-code solutions can

certifications are required.

Safety is among the most important element of any job and getting safety management right is paramount. The operational agility offered through no-code solutions opens the door for anyone looking to solve a problem to become a safety expert. These solutions also help companies stay ahead of potential risks and dangerous situations in jobs moving forward.

As safety continues to evolve with the complexity of jobs, the technology used to track safety must be agile enough to adapt to these changes and give pertinent insights that will keep employees safe. Construction companies must look at the technology they have in place now and ask themselves if it can handle the complexities of today's jobs. If not, it's time to prioritize digital transformation and embrace a culture of safety through technology. **EHS**

---

***Jacob MacIntyre is director of the customer acceleration group at Quickbase, a provider of low-code application development platforms. He has over 15 years of construction and project management experience at several construction companies.***



# to Move the Safety Needle

*Stop reacting and start focusing on preventative steps you can take to avoid accidents altogether.*

By Brenda Lovitz

**W**e all know how to respond when an accident occurs in our facility. First, we make sure the person involved is cared for and their injuries are treated appropriately. Then, we investigate. Sometimes, the causes and contributing factors are evident, and we can put plans and actions into place to prevent future accidents. Other times, the answers aren't so clear.

But what if, rather than spending all that time, effort and energy on reacting to an accident, we direct those investments toward preventing accidents?

We can never fully know when accidents and injuries are going to happen. But, by implementing prevention-based programs and value-added activities, we can keep our people and facilities safe. Here are four ways we can move the safety needle, all while improving safety performance and saving money.

## 1 • Measure safety through the lens of prevention.

As safety professionals, we're asked to report on safety metrics related to how often injuries occur during a specified period of time and how much those injury claims cost our companies. For example, a \$22,000 claim from a back injury while lifting or a \$3,000 claim for a strained wrist from a slip, trip or fall.

Perhaps, instead of reporting injuries, we should measure the preventive activities that help reduce our risk of injuries in the first place.

In practice, this means that the next time someone in your facility is injured in an incident, rather than broadcasting the uncontrollable cost of medical treatment, share instead how many times you see cords draped across work areas or how many work areas have room for improvement with housekeeping. This way, the information reported shows

your team the importance of prevention as opposed to the costs of occurrence.

## 2 • Recruit people to be on your prevention team.

If you already have a safety committee, mobilize them to focus on prevention activities, which might be tools already in your accident prevention toolbox. Examples include checklists for:

- Slips, trips and fall prevention;
- Proper personal protection equipment usage;
- Safe behaviors; and
- Ladder safety.

Something else to consider is the connotation of safety committees versus prevention teams. Sometimes, safety committees are perceived as safety police.

If the majority of what your safety committee does on the manufacturing floor is compliance-based, they're probably not the most welcoming sight to workers. If your safety committee instead becomes a prevention team, there's a better chance that workers will view and react to them in a different light. In fact, they may even help with problem solving efforts.

### 3. Plan to prevent.

Developing critical lift, hot work and confined space plans are required because they keep people safe and increase safety awareness. But if you know when and where accidents are happening in your facility, then you know where to focus your efforts, such as adding prevention steps into your procedures.

Supervisors should always review upcoming work and projects. If they identify areas where accidents or near misses previously occurred, then they should make plans to prevent future hazards. This reinforces the idea that safety and accident prevention is possible.

If supervisors say they “don’t have time” to get creative in their prevention plans, remind them how much time injuries cost. For example, highlight some of the following costs:

- Employee time off to be evaluated and treated,
- Production interruptions from fewer workers on the line,
- Hiring and training replacement workers (temporary or full-time), and
- Overtime costs if replacement

workers can’t be found.

Supervisors lose even more of their time when they have to complete the necessary supervisor reports that accompany incident reporting. Such discussions are almost always eye-openers when backed by data.

### 4. Train and talk to your target audience.

Safety training is a critical part of all health and safety programs. OSHA clearly and succinctly explains those, by industry, in its Training Requirements in OSHA Standards publication.

For too many workers and supervisors, the value of safety training is only realized after accidents or injuries occur. Developing safety training that is engaging, interesting and in-depth is more than a requirement. It’s a way to further the message and improve safety within your organization.

Value-added safety training provides instruction for and reengages employees of all experience levels and responsibilities in the workplace.

Training is necessary and goes be-

yond compliance with laws and regulations. Preventative training can help to reduce the risk of incidents in the workplace, save lives and, in some cases, avoid accidents altogether.

For more information on what you can do to encourage workers to raise safety and health concerns, visit OSHA’s Safe and Sound Week resources. You can also contact your worker’s compensation insurance provider for further assistance with your specific exposures.

In addition to safety training, accident prevention also provides an opportunity to talk about safety initiatives and get your team aligned on how best to do the job without getting hurt.

Remember that staying proactive is key to moving the safety needle. Start by following these four suggestions and then watch safety awareness and compliance improve. **EHS**

***Brenda Lovitz is a risk and safety manager at Flex Trades, a traveling workforce solutions provider serving companies across all industries of manufacturing.***

## STREAMLIGHT® PORTABLE SCENE LIGHT II

### Turn to a Higher Power

With its high-quality, virtually indestructible alloy steel frame the Portable Scene Light II is waterproof and stackable—perfect for building a light tower when needed. Plus, with 10,000 lumens in a cordless and compact package, you can prevent trip hazards in already hazardous locations.



10,000 LUMENS

| WATERPROOF

| 360° ROTATING HEAD

| STACKABLE



[STREAMLIGHT.COM/PSLII](https://streamlight.com/PSLII)

© 2022 STREAMLIGHT, INC. ALL RIGHTS RESERVED.



# NEW PRODUCTS



## Low-Profile Impact Glove

As an impact glove with low-profile impact protection and a crinkle latex palm, the Magid Glove & Safety TRX449 is part of the T-REX Flex Series Lean lineup. The design provides a lightweight defense against impact and cut hazards. The comfort and grip are suitable for both wet and dry working environments. The Hyperon shell with low-profile thermo-plastic rubber is designed for applications where light impact protection is desired. Also, the crinkle latex palm delivers a grip for conditions where oils and liquids might be present, allowing users to switch tasks without changing gloves.

**Magid Glove & Safety Manufacturing Company LLC**

[www.magidglove.com](http://www.magidglove.com)

For more new products,  
visit [newequipment.com](http://newequipment.com)  
powered by **NED**

## Advertiser Index

Advertiser	Page #
ADVANCE LIFTS INC.	13
AUTOMATIONDIRECT	IFC, 8A-8D
KOMY CO. LTD.	POLYBAG
MAGID GLOVE & SAFETY	5
MARTOR	25
NORTHERN SAFETY & INDUSTRIAL	2
SAFESTART	IBC
SAFETY LEADERSHIP CONFERENCE	19
SCHMERSAL INC.	8
STREAMLIGHT INC.	29
SUPERIOR GLOVE WORKS LTD.	7
ULINE	23
WRANGLER WORKWEAR	BC



## Custom Eyewear Comfort

Combining a two-pronged strategy for vision protection and comfort features, Spike safety glasses from Brass Knuckle are customizable and long-wear glasses. The glasses feature anti-fog protection and high ultraviolet (UV) protection, and the comfort extends to the temples, nose and brow. The technology of Spike's BK-Anti-Fog+ is fused directly to the lens to deliver long-lasting fog-free protection. It meets the EN 166/168 industry standard for anti-fog and ANSI Z87.1/ U6 UV protection. Earpieces ratchet up and down with a five-click adjustable temple joint. The floating, reinforced-rubber nosepieces conform to the bridge of the nose; an integrated soft brow guard brings greater fit; and soft rubber at the ends of earpieces add flexibility.

**Brass Knuckle Safety Products**

[www.brassknuckleprotection.com](http://www.brassknuckleprotection.com)

United States Postal Service  
Statement of Ownership, Management, and Circulation (Requester Publications Only)

1. Publication Title: EHS Today  
2. Publication Number: 955-040  
3. Filing Date: 9/19/2022  
4. Issue of Frequency: Bi-Monthly: Jan/Feb, Mar/Apr, May/Jun, July/Aug, Sept/Oct, Nov/Dec  
5. Number of Issues Published Annually: 6  
6. Annual Subscription Price: Free to Qualified  
7. Complete Mailing Address of Known Office of Publication (Not Printer): Endeavor Business Media, LLC, 1233  
Nashville, TN 37215  
8. Complete Mailing Address of Headquarters or General Business Office of Publisher (Not Printer): Endeavor Business Media, LLC, 30 Burton Hills Blvd., Ste. 185,  
Nashville, TN 37215  
9. Full Names and Complete Mailing Addresses of Publisher, Editor, and Managing Editor: Publisher: John DiPaola, Endeavor Business Media, LLC, 30 Burton Hills Blvd., Ste. 185,  
Nashville, TN 37215; Editor: Dave Blanchard, Endeavor Business Media, LLC, 30 Burton Hills Blvd., Ste. 185, Nashville, TN 37215; Managing Editor:  
10. Owner - Full name and complete mailing address: Endeavor Media Holdings I, LLC, 905 Tower Place, Nashville, TN 37205; Endeavor Media Holdings II, LLC, 905 Tower Place,  
Nashville, TN 37205; Resolute Capital Partners Fund IV, LP, 20 Burton Hills Blvd., Suite 430, Nashville, TN 37215; RCP Endeavor, Inc., 20 Burton Hills Blvd., Suite 430, Nashville, TN  
37215; Northbrook Magazine Fund II, LP, 310 Walnut Street, Suite 2010, Cincinnati, OH 45202; Integrity Holdings, LP, 40255 Hillside Pike, Nashville, TN 37215; Endeavor Fund II,  
LP, 155 East 44th St., Suite 2101 - 10 Grand Central, New York, NY 10017; Endeavor F1 Blocker, LLC, 155 East 44th St., Suite 2101 - 10 Grand Central, New York, NY  
10017; Endeavor Endeavor International Blocker, LLC, 155 East 44th St., Suite 2101 - 10 Grand Central, New York, NY 10017; Endeavor Founders Fund, LP, 155 East 44th St., Suite 2101  
- 10 Grand Central, New York, NY 10017; Source Endeavor Blocker, LLC, 155 East 44th St., Suite 2101 - 10 Grand Central, New York, NY 10017.  
11. Known Bondholders, Mortgagees, and Other Security Holders Owning or Holding 1 Percent or More of Total Amount of Bonds, Mortgages or Other Securities: None  
12. Tax Status (For completion by nonprofit organizations authorized to mail at nonprofit rates) (Check one)  
The purpose, function, and nonprofit status of this organization and the exempt status for federal income tax purposes: N/A  
13. Publication Title: EHS Today  
14. Issue Date for Circulation Data Below: July/August 2022  
15. Extent and Nature of Circulation  
a. Total Number of Copies (Net press run) 32,233  
b. Legitimate Paid and/or Requested Distribution (By Mail and Outside the Mail)  
(1) Outside County Paid/Requested Mail Subscriptions stated on PS Form 3541 (Include direct written request from recipient, telemarketing and Internet requests from recipient, paid subscriptions including nominal rate subscriptions, employer requests, advertiser's proof copies, and exchange copies.) 22,158  
(2) In-County Paid/Requested Mail Subscriptions stated on PS Form 3541 (Include direct written request from recipient, telemarketing and Internet requests from recipient, paid subscriptions including nominal rate subscriptions, employer requests, advertiser's proof copies, and exchange copies.) 0  
(3) Sales Through Dealers and Carriers, Street Vendors, Counter Sales, and Other Paid or Requested Distribution Outside USPS® 218  
(4) Requested Copies Distributed by Other Mail Classes Through the USPS (e.g. First-Class Mail®) 0  
c. Total Paid and/or Requested Distribution (Sum of 15b (1), (2), (3), and (4)) 22,376  
d. Nonrequested Distribution (By Mail and Outside the Mail)  
(1) Outside County Nonrequested Copies Stated on PS Form 3541 (Include Sample copies, Requests Over 3 years old, Requests Induced by a Premium, Bulk Sales and Requests including Association Requests, Names obtained from Business Directories, Lists, and other sources) 9,211  
(2) In-County Nonrequested Copies Stated on PS Form 3541 (Include Sample copies, Requests Over 3 years old, Requests Induced by a Premium, Bulk Sales and Requests including Association Requests, Names obtained from Business Directories, Lists, and other sources) 0  
(3) Nonrequested Copies Distributed Through the USPS by Other Classes of Mail (e.g. First-Class Mail, Nonrequestor Copies mailed in excess of 10% Limit mailed at Standard Mail® or Package Services Rates) 0  
(4) Nonrequested Copies Distributed Outside the Mail (Include Pickup Stands, Trade Shows, Showrooms and Other Sources) 75  
e. Total Nonrequested Distribution (Sum of 15d (1), (2), (3), and (4)) 9,286  
f. Total Distribution (Sum of 15c and 15e) 31,662  
g. Copies not Distributed 571  
h. Total (Sum of 15f and g) 32,233  
i. Percent Paid and/or Requested Circulation (15c divided by 15f times 100) 70.67%  
16. Electronic Copy Circulation  
a. Requested and Paid Electronic Copies -  
b. Total Requested and Paid Print Copies (Line 15c) + Requested/Paid Electronic Copies (Line 16a) 22,376  
c. Total Requested Copy Distribution (Line 15f) + Requested/Paid Electronic Copies (Line 16a) 31,662  
d. Percent Paid and/or Requested Circulation (Both Print & Electronic Copies) 70.67%  
17. Publication of Statement of Ownership for a Requester Publication is required and will be printed in the: September/October 2022  
Date 9/19/22  
I certify that all information furnished on this form is true and complete. I understand that anyone who furnishes false or misleading information on this form or who omits material or information requested on the form may be subject to criminal sanctions (including fines and imprisonment) and/or civil sanctions (including civil penalties).

PS Form 3526-R, July 2014

# EHS Today®

2 Summit Park Drive, Suite 300 • Independence, OH 44131  
Telephone: (234) 466-0200  
www.ehstoday.com

## BUSINESS OPERATIONS

**John DiPaola**, VP & Group Publisher, Manufacturing Group  
jdiapaola@endeavorb2b.com

**Jacquie Niemiec**, EVP of Marketing Solutions & Data  
jniemiec@endeavorb2b.com

**Sam Schulenberg**, Production Manager  
ssschulenberg@endeavorb2b.com, (734) 887-6915

**Melissa Meng**, Ad Services Manager  
mmeng@endeavorb2b.com, (913) 444-9368

**Frank Chloupek**, Group Director, User Marketing and Product Analytics  
fchloupek@endeavorb2b.com

## ADVERTISING SALES

**Jim Philbin**, Regional Manager, US & CANADA  
jphilbin@endeavorb2b.com, (773) 332-6870

**Joe DiNardo**, Regional Manager, MICHIGAN & OHIO  
jdinardo@endeavorb2b.com, (440) 487-8001

**Tom Lazar**, Business Development  
tlazar@endeavorb2b.com, (330) 461-2565

## INTERNATIONAL SALES

**Yoshinori Ikeda**, Japan  
81-3-3661-6138, Fax: 381-3-3661-6139

**Diego Casiraghi**, Italy  
diego@casiraghi-adv.com, 39-031-261407

**Adonis Mak**, China and Hong Kong  
adonism@actintl.com.hk

**Charles Yang**, Taiwan  
medianet@ms13.hinet.net, 886-4-23223633

## ENDEAVOR BUSINESS MEDIA

**Chris Ferrell**, CEO

**June Griffin**, President

**Patrick Rains**, COO

**Tracy Kane**, Chief Administrative and Legal Officer/Data Protection Officer

**Mark Zadell**, CFO

**Glenn Scheithauer**, VP, Technology

**Angela Mitchell**, VP, Accounting

**Jessica Klug**, VP, Finance

**Mike Christian**, EVP, Industrial Group

**Monique Leija**, VP, Digital Business Development

**Kristine Russell**, EVP, Special Projects

**Curt Pordes**, VP, Production Operations



## EDITORIAL STAFF

**Dave Blanchard**

Editor-in-Chief  
(941) 208-4370  
dblanchard@endeavorb2b.com

**Adrienne Selko**

Senior Editor  
(804) 203-9014  
aselko@endeavorb2b.com

**Nicole Stempak**

Managing Editor  
(682) 257-3371  
nstempak@endeavorb2b.com

**Anna Smith**

Editorial Assistant  
(216) 762-0489  
asmith@endeavorb2b.com

**David Sparkman**

Contributing Editor  
dspark@comcast.net

**Bill Szilagyi**

Art Director  
(216) 233-0515  
bszilagyi@endeavorb2b.com

**Travis Hessman**

VP, Content  
thessman@endeavorb2b.com

## EDITORIAL ADVISORY BOARD

**Mark S. Dreux**, Arent Fox LLP

**Fay Feeney**, CSP, ARM, Risk for Good

**Jeff Fernandez**, Ph.D., PE, CPE, JFAssociates Inc.

**Edwin Foulke**, Fisher Phillips

**Mark A. Friend**, CSP, Embry-Riddle Aeronautical University

**Richard D. Fulwiler**, Sc.D., CIH, CSHM,  
Transformational Leadership Associates

**Carl W. Heinlein**, CSP, OHST, STS,  
American Contractors Insurance Group

**James A. Lastowka**, McDermott, Will & Emery

**Zack Mansdorf**, Ph.D., CIH, CSP, QEP

**James W. Platner**, Center to Protect Workers' Rights

**J.A. Rodriguez**, CSP, Make My Day Strategies

**Cynthia L. Roth**, Ergonomic Technologies Corp.

**Kathy A. Seabrook**, CSP, Global Solutions

**James Swartz**, InterContinental Hotels Group

**Jeffrey R. Walls**, University of Washington

**ARTICLE SUBMISSIONS:** EHS professionals and managers are invited to submit articles for possible publication. Articles must be submitted on an exclusive basis and are subject to editing. Contact: dblanchard@endeavorb2b.com.

SUBSCRIPTION RATES	1 Year	2 Years	Per Copy	Group (5+ copies)
U.S. & possessions	\$59	\$89	\$10	\$35
Canada	79	119	15	40
All other countries	99	149	20	50

**CUSTOMER SERVICE:** For all customer service inquiries, call (847) 559-7598 or (877) 382-9187. For paid subscriptions, send payment: PO Box 3257, Northbrook, IL 60065-3257. Customer Service Information: PO Box 3257, Northbrook, IL 60065-3257. E-mail: ehscs@pbsub.com. Canada return address: The Mail Group, PO Box 25542, London, ON N6C 6B2 Canada.

**REPRINTS/PERMISSIONS:** Contact Endeavor Business Media to purchase quality custom reprints or e-prints of articles appearing in this publication at reprints@endeavorb2b.com.

**PHOTOCOPIES:** Authorization to photocopy articles for internal corporate, personal, or instructional use may be obtained from the Copyright Clearance Center (CCC) at (978) 750-8400. Obtain further information at copyright.com.

**ARCHIVES:** This publication is available for research and retrieval of selected archived articles from leading electronic databases and online search services, including Factiva, LexisNexis and ProQuest.

**LIST RENTAL:** Jim Philbin, jphilbin@endeavorb2b.com, (773) 332-6870.

**PRIVACY POLICY:** Your privacy is a priority to us. For a policy statement about privacy and information dissemination practices related to Endeavor, contact our Corporate Office.

**CORPORATE OFFICE:** Endeavor Business Media, 30 Burton Hills Blvd., Suite 185, Nashville, TN 37215, U.S., www.endeavorbusinessmedia.com.  
Copyright © 2022 Endeavor Business Media. All rights reserved.

Nicole

Managing Editor



## 5 Ways to Make the Most out of Attending a Safety Conference

*Proven tips to help you maximize the time you spend at a safety industry event.*

I may look young thanks to my Mother's good genes, but I've already been to a fair amount of conferences.

For most of that time, I've been covering conferences as a journalist. I have put a lot of pressure on myself to learn as much as I can during these shows, especially as a representative for those readers who couldn't attend.

I've realized this isn't sustainable, nor has my approach been healthy or kind to myself. I've now embraced the attitude of working smarter, not harder when it comes to conferences.

Here are five ways I've learned to make the most of my "on" time while also ensuring I can squeeze in some down time—a must for an introvert like me. And if nothing else, keep this checklist handy as you prepare to attend *EHS Today's Safety Leadership Conference* from Oct. 18-20 in Cleveland.

### 1. Develop a note-taking strategy.

These days, many conferences upload slide decks and other accompanying resources onto a website or app for attendees to review and download. Some have the materials ready beforehand, others after. Often, there's a time limit for how long you can access them.

So, while I appreciate the digital access, I treat it as nice-to-have rather than my main source of information. In other words, I always take notes.

I can type faster than I write, so I bring my laptop with me and compile everything from a conference into a single Word document I save on my desktop. That way, I'm not dependent on access to Wi-Fi, OneDrive or a server for saving.

### 2. Plan your meals.

As my significant other knows, all bets are off once I'm hungry. Because meals and mealtimes can vary at conferences, I try to always keep a couple snacks in my bag. If I'm organized, I'll pack some snacks in my suitcase. If I am disheveled (which happens more than I'd like), I'll buy an extra something at the hotel sundry shop, stop at a drugstore or buy a little extra at breakfast to toss in my bag.

I have also learned, especially when traveling in groups, that you must take the lead if you want to eat dinner before 8 p.m. Initiate the group thread and make reservations as early as you can. One person I met makes reservations months in advance because there's no penalty for changing or cancelling.

Lately, I have taken to doing some restaurant research the week before the trip and emailing myself the names, addresses and hours of any places that look promising. That way, even if you can't get everyone to agree ahead of time, you at least have a few restaurants vetted and at the ready.

### 3. Dress for comfort (while still being stylish).

Nowadays, I tend to wear the same outfits when I attend conferences because they look professional and pack well. But, for my first conference, I packed for local Texas weather—not the air-conditioned conference room—so I had to duck into a department store for a sweater after the first day.

Since then, I have learned to dress in layers. And regardless of the outfit, I am a firm advocate of wearing tennis shoes. I was so self-conscious the first time I wore them, but so many people—men and women—told me they wished they had comfortable shoes on.

Conferences and expo halls are massive. You're on your feet, both traversing the building and standing on the cement flooring for extended periods of time. Neither are gentle on the back and feet, especially if your shoes give you blisters. Be kind to yourself. Dress for comfort.

### 4. Network in a way that works for you.

I'm an introvert, so while I can socialize with others, it really zaps my energy. I have learned to stop having FOMO and instead make the most of my interactions. I've admitted to myself that I don't care to spend hours at a hotel bar or restaurant with hordes of people. Instead, I'll strike up conversations at lunch, a happy hour or other social event and then retreat to the comfort and quiet of my hotel room. At the end of the day, it's the quality, not quantity, of time I spend networking.

Networking can also mean taking a card and following up at a time and in a way that works for you. I've seen some people ditch cards for QR codes that go to their LinkedIn account and received connection requests on the spot or a week later.

### 5. Remember, it's not an end-all-be-all.

I'm a planner, and it's easy to get caught up in the planning. But something is always bound to come up, or you're bound to forget something. I'm trying—but admittedly struggling—to embrace it as part of the experience.

My significant other tells me these are all opportunities to practice problem solving. He gets a big eye roll for that, but I suppose he has the right mindset. The goal of any safety professional is to make the best of any situation with whatever tools and resources you have.

*Nicole Stampak*

Send an e-mail with your thoughts to [nstampak@endeavorb2b.com](mailto:nstampak@endeavorb2b.com).





## Repeatable Patterns for Safety Success

When it comes to safety, it can be hard to know what initiatives to implement—especially when working with a limited budget. But what if we told you we’ve compiled what worked for other companies and you could take a sneak peek?

SafeStart has worked with tens of thousands of safety professionals in various industries over the last three decades and we’ve found they typically all have the same problems. Take a look at these resources that have helped organizations achieve better safety results—with a few videos from our clients to provide real-life examples of their success.



Learn from the  
success of others  
[safestart.com/ehs10](https://safestart.com/ehs10)

 **SAFESTART**<sup>®</sup>  
800-671-9829

A man wearing a grey Wrangler shirt, a black cap, and glasses is holding a large metal pipe. The shirt has an orange 'FR' logo on the chest pocket. The background shows a white truck and some outdoor equipment.

# WITHSTANDS HEAT WHILE STANDING OUT.

## WRANGLER FLAME RESISTANT

Get the flame resistant gear that's built for comfort and available in all your favorite Wrangler cuts and styles at [wrangler.com](http://wrangler.com).

**Wrangler®**   
FLAME RESISTANT

