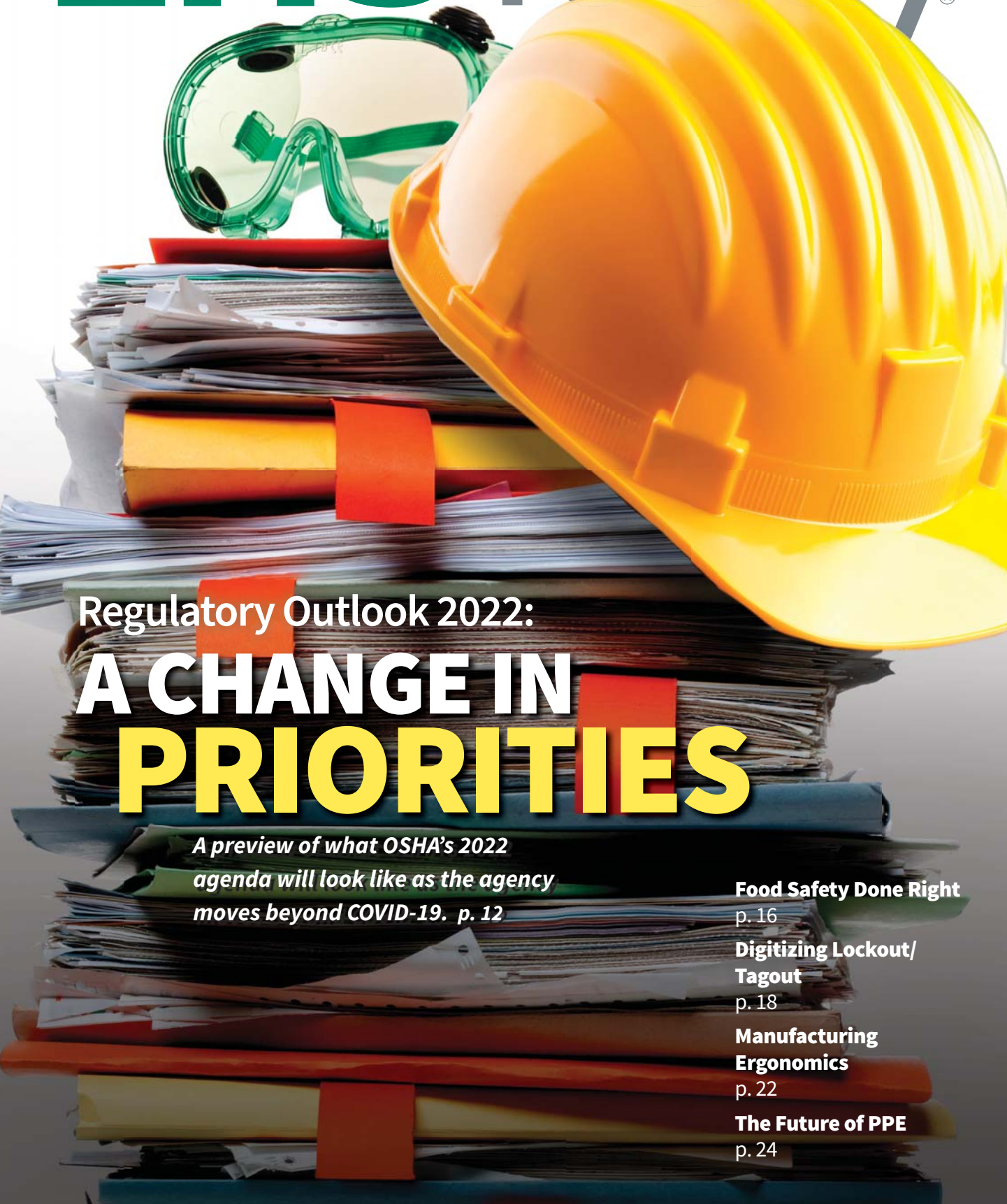


THE MAGAZINE FOR ENVIRONMENT, HEALTH AND SAFETY LEADERS

JANUARY/FEBRUARY 2022

ehstoday.com

EHS Today®



Regulatory Outlook 2022:

A CHANGE IN PRIORITIES

A preview of what OSHA's 2022 agenda will look like as the agency moves beyond COVID-19. p. 12

Food Safety Done Right
p. 16

Digitizing Lockout/Tagout
p. 18

Manufacturing Ergonomics
p. 22

The Future of PPE
p. 24

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.

LOCK OUT HAZARDOUS ENERGY

PREVENTING SERIOUS INJURIES

Safety shortcuts don't exist in your world. The right way is the safe way. To help protect your crew, you want a safety partner who shares your commitment to seeing everyone return home safe at the end of the day. **Count on Grainger to help build your safety culture. We offer:**

- Certified Safety Professionals as conferred by the Board of Certified Safety Professionals
- Access to safety assessments and training*
- Free safety product technical support
- Experienced branch staff when you stop by
- Real-time product availability and fast delivery



LEARN MORE AT
[GRAINGER.COM/WORKSAFE](https://www.grainger.com/worksafe)
1.800.GRAINGER



Grainger is a proud sponsor of the
American Society of Safety Professionals



©2022 W.W. Grainger, Inc. W-EXFS184
The Grainger Shipping Box design is a registered trademark of W.W. Grainger, Inc.
*Services provided by a third party may be subject to a fee and agreement.



Supplies and Solutions for Every Industry®

FEATURES

REGULATORY OUTLOOK 2022:
A CHANGE IN PRIORITIES **12**

In 2022, OSHA will shift its emphasis from COVID-19 to other items on its agenda.

BY DAVID SPARKMAN

SAFETY DONE RIGHT **16**

Adapting established contingency plans for COVID-19 has helped some food manufacturers keep their employees safe.

BY ADRIENNE SELKO

4 BENEFITS OF DIGITIZING
LOCKOUT/TAGOUT **18**

How mobile connected worker solutions go beyond required documentation to create a safer workplace.

BY ROBIN FLEMING

**24****16****22** THE WILD, WONDERFUL WORLD OF
MANUFACTURING ERGONOMICS

Here are postures and movements to watch out for—and how to redesign processes for fewer injuries and greater worker comfort.

BY SCOTT MULLETT

24 THE FUTURE OF PPE
Post-COVID-19, here's what to expect from the next generation of personal protective equipment.

BY SAYANTI BASU

26 SELLING SAFETY: A THREE
DIMENSIONAL APPROACH

A fire or safety inspector must be a salesperson because in order to get compliance, you must get buy-in. To get buy-in, you must sell safety—and that means explaining to workers why a code or standard must be met.

BY TUNZYAN A. GRIFFIN

Online Exclusives

WWW.EHSTODAY.COM

EHS TODAY INTELLIGENCE

Join Our Members-Exclusive Community of Safety Professionals

EHS Today Intelligence is a members-only subsection of EHSToday.com that features premium content and resources to help safety leaders achieve world-class safety at their companies. This site functions as a community within *EHS Today* where safety professionals can exchange ideas, share best practices and help to keep businesses and workplaces free from harm. You'll find exclusive content such as videos, whitepapers, research, training materials and much more.

So how do you become a member of EHS Today Intelligence? It's easy! Registration is free and requires just a moment to complete. If you're already a registered user of EHSToday.com but not yet of EHS Today Intelligence, you will only need to update your site registration

by answering two quick questions.

Once you're there, you'll find a wealth of news, information, analysis, market reports and other exclusive content, including:

- 2021 EHS Today Mental Health in the Workplace Report.
- A series of Regulatory Updates, including the latest news coming from OSHA, CDC, MSHA, EEOC and other regulatory agencies.
- Video highlights from past Safety Leadership Conferences.
- A digital archive of previous editions of *EHS Today* magazine.
- An ebook on Principles of Workforce Engagement: How to Develop a Safer Workplace.
- Training resources for the next generation of safety professionals.

Register now at: www.ehstoday.com/user/register



MEMBER OF THE WÜRTH GROUP

ActivGARD® DT
DuPont™ Tyvek®



Extended zipper allows easier donning



Elastic waist offers a more flexible, comfortable fit



ActivGard® DT is constructed of trusted Tyvek® material!



Medium breathability offers moderate barrier protection against particulates & splash



INTRODUCING



Get Everyone Engaged in a Positive Culture of Safety

When personal awareness is up, injuries are down. Culture and performance improve when people are connected to the company. Personal safety and corporate success go hand in hand.

Built on 20 years of client success, SafeStart Now training reduces injuries 24/7 by addressing human factors. It uses the latest in adult learning design principles to improve training outcomes and reduce classroom time—all while engaging workers in a positive culture of safety.

Learn what we do
and how we do it at
safestart.com/ehs1



DAVE
BLANCHARD**Editor-in-Chief**

KEEPING THE FAITH

Despite their differences, safety professionals all play for the same team.

So here we are, nearing the second anniversary of the COVID-19 pandemic, and it's still hard to say if there's an end in sight any time soon. The false hopes raised every time it's seemed like COVID was tapering off are too depressing to recount. Even the most optimistic experts are saying the virus will probably never really go away, not completely. The World Health Organization has said that the public health emergency aspect could end later this year, though exactly when that might be and what milestones will have to be reached for the pandemic to be downgraded to an endemic are unclear.

Meanwhile, the Omicron variant continues to result in record numbers of people being hospitalized with COVID. As recently as mid-October 2021, the number of new cases reported on a daily basis worldwide was in the 300,000 range, but as of mid-January 2022, that number had spiked tenfold to the 3 million range. In the United States alone, more than 1 million new cases of COVID were reported in a single day in early January. It would be tempting to think that things can't possibly get any worse, but we've been down that road enough times since 2020 to have figured out that, like the great sage Yogi Berra used to say, "It ain't over till it's over."

The loss of millions of lives and the hardships inflicted on those who have gotten sick from the disease have been heartbreaking. But as the pandemic has dragged on, it's distressing to see tremendous losses of another kind: the loss of faith. It's been part of the nation's legacy ever since its founding that people agree to disagree, but when is the last time you heard somebody say, "I have faith that the people working on this problem know more than I do about it, and I am confident they're leveraging all the tools at their disposal to fix it"? It's amazing how many people have become "instant experts" in the diagnosis, management and treatment of infectious diseases. And it's quite disconcerting how many people have completely lost faith in the medical community, the pharmaceutical industry, their companies, their government and each other when it comes to getting a handle on COVID.

I want to talk about the Occupational Safety and Health Administration for a minute, knowing full well that by just mentioning OSHA, I've caused the blood pressure of at least half of my readership to spike. I've told the story here before about how, when I was a teenager working one summer in a warehouse, I got yelled at for being on a fork-

lift without having been properly trained. I was scolded, "If OSHA catches you doing that, they'll shut this place down!" And in the years since, the more thankful I am that agencies like OSHA exist, if for no other reason than to make sure workers don't hurt themselves, their co-workers, or their companies through negligence or lack of training.

Nevertheless, it's part of the job of EHS managers that they fully understand and are aware of the numerous rules and regulations OSHA has established and enforces. Some of the most popular articles and webinars we've produced have focused on regulatory compliance and what to do if an OSHA inspector shows up at your facility, so I certainly understand the, shall we say, *ambivalence* safety professionals have when it comes to OSHA. But ever since the pandemic began, I've been astonished at the level of vitriol aimed at every step that OSHA (federal and state) and other agencies have taken to combat the virus.

At any given time, at least half of the country is going to be upset about the political leadership's priorities and decisions. And I get that people are tired and frustrated that COVID has totally taken over our lives for the past two years, but OSHA is not the bad guy here. For instance, *EHS Today's* exhaustive (some might say *exhausting*) coverage of OSHA's "on-again, off-again" vaccination mandates, for instance, has resulted in conspiracy theories posted to our Comments section that you'd be more likely to find on an alt-left or alt-right political forum, not from a community of safety professionals.

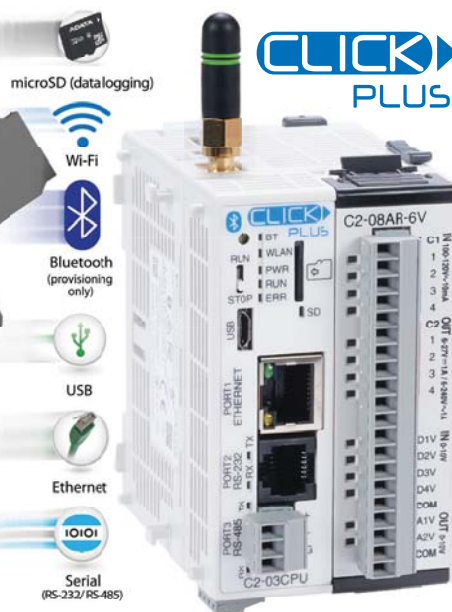
I think we can all agree that safety isn't a "them or us" proposition. Safety should be the bridge between all parts of society and all walks of life. There are already plenty of things for people to get upset about, and there are plenty more things that are concocted on a daily basis by popular and social media outlets anxious to gin up more clicks to their websites. But when it comes to keeping people safe, let's all remind ourselves that safety professionals—no matter what their politics or affiliations—are all on the same team, and we need to have faith in each other.

Send an e-mail with your thoughts to dblanchard@endeavorb2b.com.

Simple PLC control *with a KICK*



CPU
starting at only
\$89
with FREE software



(antenna sold separately)

Since 2008, and with close to a million components sold, CLICK PLCs have become an industry favorite for simple, affordable control. This popular PLC family has now been supercharged with features you wouldn't expect from a low-cost controller. Data logging, Wi-Fi, MQTT communication and increased security measures are just a few of the impressive features that make the new CLICK PLUS PLC series a "must have" for simple control...with a kick!

400+
stand-alone PLC
configurations
possible!



The **NEW** 2-slot CLICK PLUS CPUs provide even more versatility, offering over 400 stand-alone PLC I/O combinations with plenty of analog, discrete, relay, and combination I/O option slot modules available. Or easily add more serial communication ports with the **NEW** C2-DCM serial communication option slot module.

PLC Comparison	AutomationDirect CLICK PLUS (C2-03CPU-2)	Allen Bradley Micro850 (2080-LC50-24QBB)
CPU	\$227.00 • Dimensions: 101.8 x 87.8 x 87 mm (4.01 x 3.46 x 3.42 in.) • No built-in I/O • Supports 2 option slot I/O modules • Up to 8 expansion I/O modules • Ethernet, serial, micro USB ports • Data logging (microSD)	\$687.65 • Dimensions: 90 x 158 x 80 mm (3.54 x 6.22 x 3.15 in.) • Built-in I/O: 24 Discrete I/O (14 inputs, 10 outputs) • Supports 3 plug-in I/O modules • Up to 4 expansion I/O modules • Ethernet, serial, USB 2.0 ports • Data logging (microSD)
Max Discrete I/O	156 points including option slot modules and expansion I/O	132 points including base, plug-ins, and expansion I/O
Max Analog I/O	60 channels including option slot modules and expansion I/O	44 channels including plug-ins and expansion I/O
High-speed I/O	8 inputs 100kHz with up to 6 counters, including option slot modules	8 inputs, 2 outputs embedded w/ 3 optional plug-in inputs 100kHz for embedded I/O, 250kHz for plug-ins with up to 7 counters - 4 embedded counters + 3 plug-ins
Option Slot / Plug-in I/O	starting at \$54.00 16 modules available w/ analog, discrete, relay, and combination options	starting at \$69.40 13 modules available w/ analog, discrete, temperature, high-speed, relay, and combination options
Expansion I/O	starting at \$37.50 27 modules available w/ analog, discrete, temperature, and relay options	starting at \$121.72 13 modules available w/ analog, discrete, temperature, and relay options
MQTT	✓	X
Wireless Communication	✓ Wi-Fi (802.11b,g,n), Bluetooth (used with Mobile app to provision network settings)	X
Programming Software	FREE CO-PGMSW	FREE Connected Components Workbench

All prices are U.S. published estimated retail prices. AutomationDirect prices as of 11/30/2021. Allen Bradley hardware prices taken from <https://export.rsdelivers.com/> on 11/30/2021.

Research, price, buy at:

www.CLICKPLCs.com

Order Today, Ships Fast!



AUTOMATIONDIRECT COM
1-800-633-0405 the #1 value in automation

*See our Website for details and restrictions. © Copyright 2021 AutomationDirect, Commack, GA USA. All rights reserved.

THE LABORATORY FOR TESTING SAFETY EFFORTS

There is no one-size-fits-all approach to safety.

Several of my academic friends and associates have criticized me for being critical of them and their approach to safety. Ironical to use criticism to condemn criticism. But to me, I was not being critical but rather analytical. While I disagreed with many of their conclusions and approaches, I carefully read everything they wrote. I find academic investigation to be interesting and potentially valuable. However, such activity is science, and safety is technology. Science discovers the principle, and technology applies it to the real world.

During my corporate career, I headed a number of project teams assigned to solve a problem or explore options to take advantage of an opportunity. In every team, we had academic subject matter experts. In no team were they ever in charge. I think the structure of these teams speaks volumes about the best role for both academics and technologists.

Science unapplied is virtually useless. Technology based on false assumptions is not only useless, but dangerous. The two need to work together harmoniously to be truly effective.

People from both disciplines have tried to learn the other and be a holistic practitioner of good safety practices in the workplace. Few, if any, have achieved sustained success doing so. Not that there have not been successes in reducing accidents using the knowledge of such practitioners. Several such self-proclaimed safety experts have success stories attached to their efforts, and almost all also have failures.

I believe these failures are not strictly due to poor practices or faulty logic. Every academic who proclaims that their methodology is superior to all others has a failure rate. The most successful

academics who started large consulting practices blame their failures on the consultants in the field. The assumption is that the methodology is perfect, but the field personnel are not. That assumption is partially true. Consultants can make mistakes and fail to carry out the plan. But consultants can also take the exact same approach and be successful at one site and unsuccessful at another.

So what truly differentiates success from failure? I suggest it is not the scientific foundation of the approach. It is not the technology developed from the science. And it is not the inconsistencies in the consultants' practice in delivering services. The difference is the safety culture of the site where the improvement efforts are taking place.

What works with one safety culture does not necessarily work with another. Every group of workers has had a different experience and has come to different conclusions about the safest way to work at their site. Every group of workers has a different relationship model among its members, which dictates what is acceptable to discuss and what is not.

Every culture is impacted by a different set of supervisors and managers who may have vastly different leadership styles and practices. Every culture is impacted by different environmental workplace conditions, including equipment interfaces and procedures. Every culture has a unique set of pressures for production numbers, quality and timing. All these factors make it virtually impossible to develop one methodology that works for all.

Many academics find it difficult to accept there is no one-size-fits-all approach to safety. Science seeks out universal truths, and such

WHAT WORKS
WITH ONE
SAFETY
CULTURE
DOES NOT
NECESSARILY
WORK WITH
ANOTHER.





Reinventing safety programs for scattered workforces

The modern workforce is experiencing unprecedented absenteeism and unnecessary claims due to on the job soft tissue injuries. EHS professionals have struggled to adapt their safety programs to tackle this problem within a growing workplace - until now.

Safety Ally provides effective 24/7/365 safety coverage to every worker, every shift & every location.



Ergo Complete
Optimize ergonomic outcomes



Training Core
Interactive safety education



Intervention Now
Always-on expert access



Prevention Insights
Actionable safety intelligence

POWERED BY SAFETY ALLY, YOU CAN



Eliminate safety blind spots



Improve production



Reduce lost work time and days away



Be your company's safety rockstar!



Learn how Healthy Roster has your back & the backs of your workers!
<https://info.healthyroster.com/ehs-today>

truths should address safety universally. But the devil is in the details. While the science may be universally true, the application of it can be as varied as the culture in which you are attempting to apply the science.

At a conference years ago, an academic pointed out a principle of psychology called stated intent. The premise was that if a person stated their intent to do something to others, they were more likely to follow through with it. As for how stated intent could be used in safety, he proposed asking workers to fill out a card stating their intent to wear a particular piece of PPE. When he asked the other panelists what they thought about that approach, one of them suggested he would get the card back somewhere they did not want it.

The science was accurate, but the technology was not a good fit with the safety culture. If you want to build a structure, the physics are the same on Earth as they are on Mars. However, the environment is different, and the application of the physics must be suited to the environment. The universal truths must be tempered with the situational realities.

Once, a client company asked me to develop training for salespeople to sell a highly technical product. They wanted to know if they should teach technicians how to sell or teach salespeople the science behind the product. I told them I had successfully taught science to non-scientists but had never successfully taught sales to non-salespeople. We brought in their sales force and taught them to sell the new product with great success.

I think this exemplifies the challenge of marrying science and technology in safety. I have found it much easier to take people

familiar with the culture and its members and teach them safety science rather than teach scientists all the soft skills needed to implement safety processes in a specific safety culture. I have successfully taught a few consultants to both assess a safety culture and to customize an approach to safety that fits the culture. Most consultants only mastered a few, but not all, of the skills needed to deliver customized safety improvement.

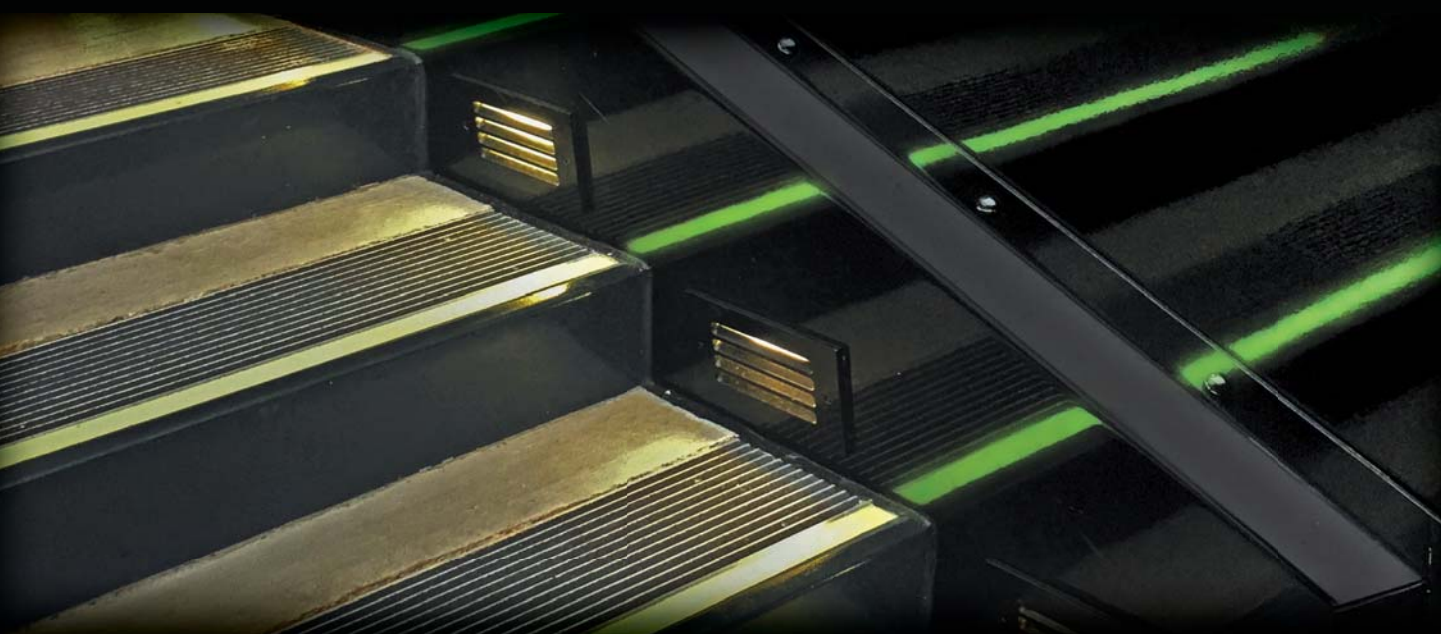
I have spent the last 28 years assessing safety cultures and customizing approaches to help organizations reach safety excellence. The five books, 250 blogs and podcasts, and over 200 articles I have published were based on my experiences with my client companies. I think the real world of safety is the perfect laboratory in which to study and perfect safety technology. The acid test for any approach is if it works in the real world—where it really counts.

Because I am no longer working directly with clients or consultants, I am running out of real world material and will not be writing a regular column for much longer. Thank you all for following. Most of all, thank you for passionately caring for the safety of yourself and others. **EHS**

Terry Mathis, founder and former CEO of ProAct Safety, served as a consultant and advisor for top organizations the world over for the past 28 years. He recently retired and was succeeded by Shawn Galloway, the former president of ProAct Safety. Terry and Shawn have worked closely over the past years on numerous projects around the world and have co-authored five books together. Shawn can be reached at info@proactsafety.com or (800) 395-1347.

NITEGLOW® ANTI-SLIP STAIR TREADS

#1 IN EGRESS SAFETY WITH THE LIGHTS ON AND OFF



Wooster Products Inc.
“Make Every Step a Safe One”

PHOTOLUMINESCENT ANTI-SLIP
SAFETY TREADS & NOSINGS
IBC, IFC & NYC CODE COMPLIANT!

Call or visit us at:
1-800-321-4936
www.woosterproducts.com
sales@wooster-products.com



ADRIENNE
SELKO
Senior Editor



IS COLLABORATION GETTING OUT OF HAND?

Too much of the wrong type of collaboration can negatively impact an employee's well-being.

“We are exhausted, and we can't put our finger on it,” explains Rob Cross, author of the recent book *Beyond Collaboration Overload*. Cross, professor of global leadership at Babson College and founder of Connected Commons, a consortium of over 100 organizations accelerating network research, offers his perspective as to why we're so exhausted and, more importantly, how to fix it.

We are, Cross says, overactive in our collaboration with others. “We endure a volume, diversity and velocity of collaborations that place an unprecedented tax on our time and brains.”

Part of the reason for this is that over the past 10 years collaboration has become the fabric of how we work. Cross notes that companies consume 85% or more of their employees' time in collaborative activities and have no idea what impact this time has on corporate performance, individual productivity or—perhaps more disturbing—employee well-being.

In our daily jobs, we are constantly providing feedback across a wide array of areas and are readily accessible through many modes of communication. Something has to give. Now is the exact right time to address this given the fact that companies are trying to put together an optimal work schedule that combines in-person and remote work.

“Companies face an interesting challenge now of deciding whether to require people to come back to the office and risk leaving out others who don't want to come back,” Cross says. “Employers will have to figure out a different way of having people collaborate.”

We must determine what level of collaboration is beneficial. While collaboration in and of itself is effective, at this current level it becomes ineffective, even to the point of harmful as we neglect other aspects of our lives. Cross notes that people no longer have the time for the “interactions that replenish them—neighborhood gatherings, civic events, exercise, volunteering and just being present.”

Through his research studying networks, Cross advises employee to do the following:

Challenge beliefs about yourself and your role. Recognize

how much of it is driven by your own desire to maintain a reputation as a helpful, knowledgeable or influential colleague or to avoid the anxiety that stems from ceding control over or declining to participate in group work. For example, someone who engages in the entire life cycle of a small project, beyond the time when the need for her

expertise has passed, might pride herself on supporting teammates and ensuring a high-quality result. But that's not the kind of collaboration that makes a difference over the long term; indeed, too much of it will prevent her from doing other, more important work.

Impose structure that helps shield you from unnecessary collaborative demands. Work to reset colleagues' expectations about the level and timeliness of your engagement. Talk about your key priorities so that everyone knows what you need (and want) to spend the most time on. Ask colleagues about their interests and ambitions so that you can identify opportunities to distribute or delegate work.

Block out time for reflective work and seek collaboration with those who can help you move toward your North Star objectives.

Alter behaviors to streamline collaboration practices. When it comes to building your network, focus on the quality of the relationships, not the number of connections. Efficient collaborators tend to draw people to collaborative work by conferring status, envisioning joint success, diffusing ownership and generating a sense of purpose and energy around an outcome. By creating “pull”—rather than simply pushing their agenda—effective collaborators get greater and more aligned participation and build trust so that people don't feel the need to seek excessive input or approval.

Once you have reined in your collaborative efforts, Cross says his research has found that you can reclaim 18-24% of your collaboration time. This regained time can be reinvested in ways that aid both your overall work performance and your well-being.

Adrienne Selko

Send an e-mail with your thoughts to aselko@endeavorb2b.com.



ANDRÉ POPOV / GETTY



SafetyFOCUS
Immersive Education for Safety Professionals

GET AHEAD AND STAY AHEAD IN YOUR SAFETY CAREER

SafetyFOCUS is your chance to take a deep dive into the material that matters most to you. Learn skills you can apply immediately on the job, get resources to guide you and build a professional support network that lasts a lifetime. Select from 65+ safety courses either in-person or online.



February 21-25, 2022 Phoenix, Arizona

Connect, engage and earn continuing education units (CEUs) in a safe small classroom setting. Experience hands-on coursework, focused learning without distractions, real-time instructor feedback while connecting with classmates. Plus, enjoy a complimentary lunch and refreshments each day you attend.



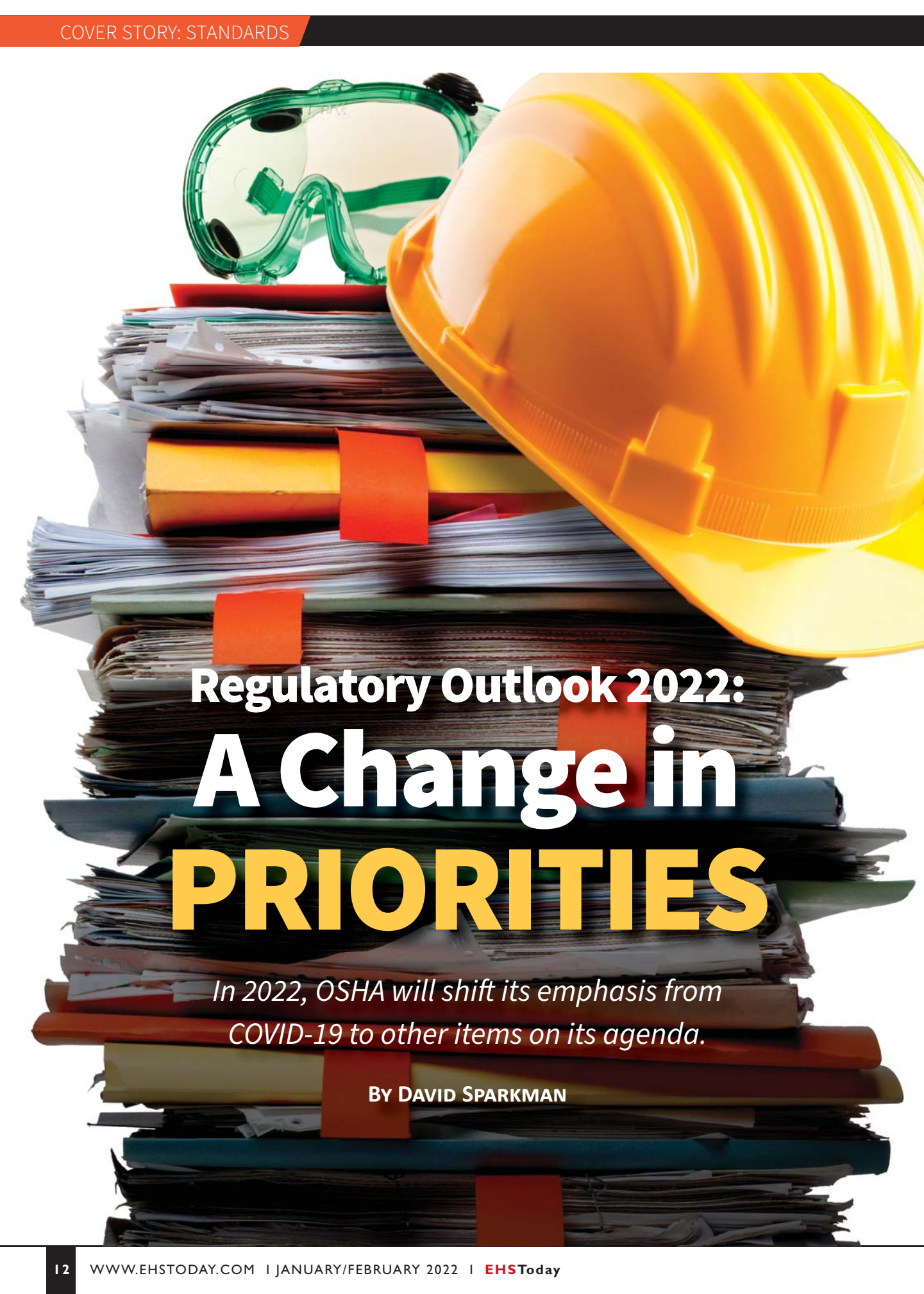
February 21-March 4, 2022 Live Virtual Classroom

Join our Live Virtual Classroom for all the benefits of face-to-face instruction without the travel time. If you have a computer with a camera, audio and internet access, you're ready to learn and earn CEUs at the same time as other attendees. Plus, you have the flexibility to meet your other responsibilities throughout the week.



Whether you're just starting out or are a seasoned safety pro, we have courses that will help you level up. Check out the digital edition of EHS to access the links below.

(B) BEGINNER 0-4 years	(I) INTERMEDIATE 5-10 years	(A) ADVANCED 10+ years
<p>Kick-start your career with foundational safety education and learn about industry best practices.</p> <ul style="list-style-type: none">■ An Introduction to Servant Leadership■ Effective Fall Protection Programs■ OSH Boot Camp■ Deploying OSH Management Systems for Risk Reduction and Injury Prevention■ Human Factors for the Safety Professional <div>VIEW ALL 16 COURSES</div>	<p>Hone your existing professional skill set and return to your workplace inspired to make a difference.</p> <ul style="list-style-type: none">■ Technical Writing Skills■ Managing Risk is More than Risk Assessment■ Corporate Safety Management■ Safety Observation Blueprint■ Internal OHSMS Auditing Using ISO 45001 <div>VIEW ALL 39 COURSES</div>	<p>Continue to expand your knowledge on high-level technical skills and leadership development courses.</p> <ul style="list-style-type: none">■ Establish your Place in the C-Suite■ Leveraging HOP to Operationalize Serious Injury & Fatality Prevention■ Measuring Safety Culture■ Influential Safety Leadership: Research to Practice <div>VIEW ALL 11 COURSES</div>



Regulatory Outlook 2022: **A Change in PRIORITIES**

*In 2022, OSHA will shift its emphasis from
COVID-19 to other items on its agenda.*

BY DAVID SPARKMAN

ANALYSIS & COMMENTARY

In January 2022, the U.S. Supreme Court effectively struck down President Joe Biden's COVID-19 vaccine-or-test mandate, which was to be enforced by the Occupational Safety and Health Administration (OSHA). In the wake of the High Court's decision, OSHA may retreat somewhat from the headlines, but you can still expect the agency to exercise a major impact on how America's employers manage their workforces this year.

While the Supreme Court's ruling only dealt directly with lower appeals court injunctions, in order to maintain the stay blocking implementation, the six majority justices have found that those suing the government were likely to prevail on the merits of their case against the OSHA emergency temporary standard (ETS).

The 6 to 3 ruling may not have literally overturned the agency's vaccine mandate, but you would have to be pretty foolish or wildly optimistic about changing the justices' minds to pursue the case any further in the appeals court knowing what the result will be if it is again appealed to the same court. Most of the initial business and government reactions to the ruling view it this way.

The justices' decision hewed fairly closely to what we had predicted after Chief Justice John Roberts scheduled the Jan. 7 hearing back in December, including the view that OSHA had overreached its authority by following Biden's order to issue an ETS instead of adhering to formal rulemaking procedures as required by federal law for such a sweeping rule that would have applied to 84 million Americans.

By a 5-4 margin, the court upheld a similar mandate issued by the Centers for Medicare and Medicaid Services (CMS) requiring approximately 76,000 healthcare facilities that accept federal money, including hospitals and long-term care, vaccinate their more than 10.3 million workers. Roberts and

Associate Justice Brett Kavanaugh joined the three liberal justices in upholding that program.

The justices determined the CMS enabling statutes give the agency the authority to develop health standards for those participating in the programs it supervises.

Before the Supreme Court vaccine decision was issued, OSHA had announced the end of its COVID-19 ETS for healthcare workers, which was adopted last June under a separate executive order Biden signed on Jan. 21, 2021, the day after his inauguration. Because any ETS order can last only six months unless renewed by the agency, the announcement was redundant except to lay out how the agency intends to pursue the same requirements in the future.

In the process of ending the ETS requirement for healthcare workers, OSHA made a point of stating that it will continue to enforce aspects of the standard—including employer recordkeeping requirements—under the authority of the OSHA's general duty clause while it continues working on a permanent rule to replace the ETS.

You can also expect that OSHA and other federal agencies that regulate employers will persist in pressing forward with other hot-button issues on the Biden administration's regulatory agenda, including those they initiated in 2021 before COVID-19 policy seemed to overwhelm other priorities.

As of press time, COVID-19 cases were surging across the United States

and the world due to the highly contagious Omicron and Delta variants. The impact has been felt throughout the supply chain and other sectors of the economy where staff shortages are arising everywhere following the virus's rapid spread.

Workforce numbers have plummeted due to the advancing illness and quarantine requirements keeping many employees home for anywhere from five to 14 days. This also has been blamed for the sustained supply chain crisis by thinning the ranks of trucking, airline and port workers, among others.

COVID-19 obviously has become a continuing crisis that federal, state and local governments will have to grapple with for years to come. Keep in mind that vaccine mandates other than federal OSHA's still survive where private and government employers have imposed them. Some states and cities, most recently New York City, also are enforcing their own vaccine requirements for employers.

WHERE OSHA IS HEADING

In other areas where OSHA is active, life goes on. There will be plenty to deal with in what is already proving to be an eventful year—not the least because of a momentous mid-term election this November, which could scupper Biden's ambitious legislative agenda. That agenda was already bruised and battered in 2021 and the early days of this year, when several of his major pieces of ambitious legislation, including the Build Back Better Act and Voting Rights Bill, stalled in the split Senate.

Last year, OSHA found its limited staff resources stretched thin under pressure exerted by the demands of its responsibility for creating and enforcing not one, but two, COVID-19 ETS rules issued under direct order from Biden.

OSHA is a division of the U.S. Department of Labor and is headed by the

You can expect that OSHA and other federal agencies that regulate employers will persist in pressing forward with other hot-button issues on the Biden administration's regulatory agenda, including those initiated in 2021 before COVID-19 policy overwhelmed other priorities.

Assistant Secretary of Labor for Occupational Safety and Health. Douglas L. Parker assumed that position after being sworn in Nov. 5, 2021. An attorney by trade, Parker previously served as the chief of the California Division of Occupational Safety and Health (Cal/OSHA), and as deputy assistant secretary for policy for Mine Safety and Health Administration (MSHA) in the Obama administration. Following news of his nomination, other lawyers described Parker as being "consistently focused on the advancement of three priorities: Democratic Party politics, organized labor and occupational safety and health." Given his background, he can be expected to be a loyal foot soldier in Biden's bureaucratic army.

In spite of the extra pressure Biden exerted on OSHA when he demanded that it take point in advancing his civilian COVID-19 vaccine policy, the agency managed to launch several unrelated initiatives last year that caught employers' attention. One of those deals with excessive heat and noise in the workplace, something the agency has identified as a top priority.

OSHA also reports that a permanent standard for heat illness prevention in outdoor and indoor work settings is in the pre-rule stage. An advanced notice of proposed rulemaking was issued and the period for gathering comments ended Dec. 27, 2021. It will be a while yet before employers see a formal published notice of proposed rulemaking, but it is targeted to be issued before the end of this year.

While the proposed heat standard

is still in its preliminary stage and its final contents are not yet clear, it could require break times and order employers to monitor employee acclimatization as well as temperatures and humidity levels in workplaces. It is believed that the standard has been developed with the view of posing a direct challenge to operators of warehouses and distribution centers where excessive heat has been a problem in the past, although companies like Amazon have been addressing it in recent years.

At the end of September 2021, OSHA ordered all of its regional offices to step up inspections of facilities for heat-related complaints and whenever inspectors witness workers toiling in conditions involving excessive heat. They were also instructed to pay attention to hot working conditions this during regular inspections. Employers can expect more of this sort of activity in 2022.

In terms of enforcing the agency's noise hazard standard, a regional emphasis program (REP) was launched last year in OSHA's Region 5, stepping up enforcement of noise regulations in Illinois, Indiana, Michigan, Minnesota, Ohio and Wisconsin. Since then, the agency added REPs in seven of OSHA's 10 regions, including all of the U.S. east of the Mississippi and the Pacific Northwest.

In addition, the agency is working to renew an Obama-era initiative that would require employers to file their annual injury and illness logs electronically via an Internet portal. When this proceeding opens, expect fireworks for

the same reasons it was controversial during the Obama administration. The electronic forms OSHA gathers would be open to public inquiry, creating a happy hunting ground for labor union organizers and tort lawyers bent on locating plaintiffs they can persuade to sue their employers.

Also at the pre-rules stage are proceedings intended to deal with the following issues:

- Revising the recommended process safety management (PSM) and prevention practices needed to avoid major chemical accidents in regard to highly hazardous materials, with an emphasis on encouraging greater employee involvement.

- An update of the emergency response and preparedness standard. OSHA said it is considering the update because its current standards don't reflect all the major developments in safety and health practices that already have been accepted by the emergency response community and incorporated into industry consensus standards.

- An update of mechanical power press requirements. OSHA gathered public comments last year and expects to wrap up its analysis of the data gathered in March.

- New guidance aimed at dealing with the prevention of workplace violence in healthcare and social assistance work settings. OSHA began gathering information in 2016, but this has advanced to the stage where the agency is performing a small business impact study before issuing a rulemaking proposal.

- A rulemaking aimed at revising upward the blood lead level standards for medical removal.

Some of these proceedings have been hanging fire at OSHA as far back as 2013, but the agency states that they are due to gain much greater visibility by appearing as formal proposed rulemakings to be announced this year, leading to the eventual adoption of final rules. **EHS**

David Sparkman is founding editor of ACWI Advance (www.acwi.org) and contributing editor to EHS Today.

**We
automate.**

Safely.

Pilz offers everything you need for your plant- and machine automation: innovative components and systems, in which safety and automation are merged in hardware and software.

Automation solutions for the safety of man, machine and the environment.

www.pilz.us

PILZ
THE SPIRIT OF SAFETY



SHUTTERSTOCK/GETTY

Safety Done Right

Adapting established contingency plans for COVID-19 has helped some food manufacturers keep their employees safe.

By Adrienne Selko

What went right?

It's not a question most companies focus on. More emphasis is on what mishaps took place and how to correct them. But sometimes, it's just as important to study what went right and then replicate it.

This is exactly the case for HP Hood, a 75-year-old company that manufactures dairy and other products across 13 plants in the U.S. Faced with how to keep employees safe while simultaneously keeping production going when COVID-19 hit, the company has a history to lean on.

"Our past activities were very helpful in being able to respond to the pandemic," explains Dave Crowley, senior EHS leader at HP Hood. "Prior to this pandemic, we had a business continuity plan that identifies different types of crises than can occur. We had that pandemic continuity plan in 2008 when H1N1 virus hit, but looking in the rearview mirror, it was mild

compared to the pandemic."

However, Crowley said he, like other EHS professionals, were up to the task. "It's fair to say that COVID-19 changed the job description for EHS professionals. We launched into action and responded to the call of duty. Every day was spent deciding how to combat the virus and control whatever measures we could."

New control measures for HP Hood ranged from setting up temperature stations to hiring on-site nurses to setting up break rooms as outside tents. "Tents were replaced with temporary trailers for the inclement weather months," Crowley says. "Several of our facilities underwent expansions to accommodate more of a long-term solution."

Safety measures were also taken outside of the plant by the company's drivers and engineering teams. Drivers quickly transitioned from paper and

manual signatures required by customers to contactless deliveries to enable social distancing and limit contact with paperwork. Likewise, engineering and maintenance teams set up new hand washing stations as well as break room facilities to allow for social distancing.

"Everyone adapted well to these changes," says Crowley, who has been with the company for 22 years. "Working in the food industry, we are expected to have standard operation procedures focused on food safety. We brought human safety to the same level of food."

"Employees respected that and actively participated in whatever measures were added. There was never an objection to these measures or a reluctance on the part of employees."

The key to success—there were no COVID-19 fatalities or production shutdowns—relied on the company's culture when it came to employee safety. "As a company, when the pandemic hit our first thought was: How can we protect our employees? Our approach was to use the theme 'When we protect our employees, we also protect their family members,'" Crowley says.

This theme was helpful when commu-

nicating with the company's 3,400 employees. "We didn't want to limit our messaging to workplace safety. We wanted to promote the benefits of safety at home as well. We've used this theme repeatedly over the past 20-plus months, driving home the core value of safety and emphasizing the impact [of] a strong workplace safety culture with our employees' family members."

NOT EVERYONE FARED SO WELL

Unfortunately, the food manufacturing industry, which employs around 3.4 million people, has had a very tough time containing COVID-19 among workers. This was especially true for the meatpacking industry, which had 269 deaths and 59,000 cases due to COVID-19, as revealed by the U.S. House Select Committee on the Coronavirus Crisis, which examined internal documents from the five largest meatpacking companies.

The report concluded that more could have been done to protect workers and that some companies were slow to take protective steps, including distributing personal protective equipment, installing barriers and conducting temperature screenings. In addition to the health toll on employees, production in the industry fell to 60% of normal in the spring of 2020, as facilities were closed due to worker shortages, safety upgrades and deep cleaning.

The Occupational Safety and Health Administration has stepped in to help. In August 2020, the agency issued a comprehensive 16-page checklist specifically for food manufactures as they "continue, resume or reevaluated operations due the coronavirus pandemic."

Moreover, the union representing food manufacturing workers, The United Food and Commercial Workers International Union (UFCW), is calling upon the government to further increase safety standards as COVID-19 continues to affect the health of workers. On Nov. 22, 2021, the union declared its support for Protecting America's Meatpacking Workers



Employees at HP Hood show they're following COVID-19 protocols.

Act, which was introduced to Congress on Nov. 30, 2021, and has since been assigned to committees for review.

"America's meatpacking and food processing workers have put their health on the line every day of this pandemic to ensure our families can put food on the table," said UFCW President Marc Perrone in a statement. "These hardworking men and women on the frontlines of our food supply chain deserve safe workplaces."

New safety measures in this bill include creating a U.S. Department of Labor standard that would provide information on hazard identification and control, employee training on occupational risk factors, and measures to prevent delays of medical treatment referrals following a workplace injury or illness. Among other provisions, the bill would also expand safety inspections and create new pandemic safety reporting.

In addition to developing new procedures, a different approach might be needed as well. In a July 15, 2021, article

in the *Journal of Food Production* entitled "Food Safety and Employee Health Implications of COVID-19: A Review," the authors concluded that "a risk-based methodology, founded on scientific knowledge, is critical to effectively control emerging hazards such as COVID-19 and reduce the business risk. The COVID-19 pandemic may have increased our appreciation for the importance of balancing benefits and risks (including economic

and business risks) in risk management strategies that address public health issues and could accelerate efforts to implement risk-based food safety approaches rather than a 'zero risk' approach."

Crowley agrees that continuity planning is key to remaining vigilant and maintaining preparedness. "Using concepts such as After Action Reviews (AARs) have proven to be a valuable technique for us," he says. "The AAR process is an organized method to review tasks and helps us identify strengths and deficiencies in task execution. AAR's are used as a means to reflect on how a task or assignment is done, either while in the midst of being done or once the task has been completed. It's a great tool that enables organizations to continuously learn from successes and failures. The AAR process is a simple but powerful tool on how we can work better." Crowley advises companies to use this format to develop a playbook on how to handle COVID-19 both now and into the future.

He is optimistic that safety concerns have moved up the importance of all companies' objectives. "Due to the pandemic, the safety function has had more access to the C-suite and has strengthened the interactions between those two functions," Crowley says. "The daily interaction between myself and leadership was necessary to protect our workforce. While daily communication is no longer necessary, it has created a much closer alignment between HR and the C-suite." **EHS**

After Action Review (AAR) Questions:

- What was supposed to happen?
- What actually happened?
- What went well?
- What did not go well?
- What should be changed for next time?



Benefits of Digitizing Lockout/Tagout

ROGERIO BERNARDO | DREAMSTIME

How mobile connected worker solutions go beyond required documentation to create a safer workplace.

By Robin Fleming

Lockout/tagout (LOTO) is viewed by many frontline workers as burdensome, inconvenient or production-slowng, but it is critical to any energy control program. It is also one of the most important OSHA standards. LOTO was one of federal OSHA's top 10 most frequently cited standards following inspections of worksites.

Companies that fail to recognize and control machine hazards face regulatory fines—and risk the occurrence of serious and costly machine-related accidents. Companies and leaders must be held accountable, and they must understand the consequences of violating LOTO procedures.

Even though these procedures vary from company to company, across types of equipment and installations, there are commonalities in best practices that can be followed. Proper, easy-to-follow LOTO procedures can save lives, provide a sense of security, boost morale and help every employee get home safely.

Many companies provide LOTO training and best practices by teaching work-

ers certain applications and configurations of equipment along with complementary documents before checks. Once workers are introduced to the environment and expected to perform LOTO, it becomes the responsibility of the workers to follow the proper steps, often with a paper checklist.

But if this process isn't digitized, process compliance and validation of compliance can be challenging. One of the best ways to create or update LOTO procedures is through mobile connected worker solutions. If you digitize this procedure with the appropriate connected worker solution, the tailored procedure becomes a guided workflow with two-way communication that directs workers through the proper steps.

WHY MOBILE SOLUTIONS MAKE A DIFFERENCE

When it comes to workplace safety, time and detail matter. Effective communication is key in hazardous environments. Mobile solutions range from

providing an interactive procedural checklist for the worker, which can require a real-time photo of LOTO, to an interactive work permit. Features of solutions may include in-the-moment guidance and communication, which can trigger alerts to frontline workers and escalate issues to supervisors, who can turn that data into action. Mobile connected worker solutions can help businesses meet lockout compliance and leverage data to help workers think before acting to limit serious injuries.

While Industry 4.0 has brought so much innovation to tools that generate data from machines, the tools used to measure human activity have remained effectively unchanged since 1908, according to global management consulting firm Kearney.

In a 2018 survey on connected workers, Deloitte found that at least half of all workers they spoke with were eager to adopt new technology to help them in their jobs. This is one of the reasons why mobile connected worker solutions can provide a smooth and easy path to making innovative improvements in critical areas such as LOTO.

Many mobile connected worker solutions can be applied to most industries with little friction because workers are already using smartphones and tablets daily. According to McKinsey & Company, an overwhelming 70% of businesses that have been successful with digital transformations, such as implementing connected worker technologies, have done so by leveraging mobile solutions. Even for a multigenerational workforce, mobile solutions are easy to use for operational procedures, daily checklists and processes—including LOTO.

And while technology cannot replace the value of skilled human workers, complementary technology for critical programs can assist workers. Here are four ways mobile connected worker solutions go beyond documented compliance to create a safer workplace.

1. In-the-Moment Guidance and Communication

Because of the critical role LOTO procedures play within a company to protect lives and property, these safety systems require reliability and great



Safety+

An Integrated Safety & Health
Management Systems Symposium

91%

of 2021 attendees
said they would
recommend Safety+
to peers in their field

REGISTRATION IS NOW OPEN
LET'S REUNITE IN OUR NATION'S CAPITAL

Join us in-person at Safety+ for a symposium
that creates a community unlike any other!

- + Earn industry CEUs
- + 90+ workshops
- + Direct access to key OSHA representatives
- + More than 200 exhibitors
- + Expand your safety network

August 23–25, 2022
Walter E. Washington Convention Center
Washington, DC



Visit: vpppa.org
#SafetyPlus2022

While Industry 4.0 has brought so much innovation to tools that generate data from machines, the tools used to measure human activity have remained effectively unchanged since 1908.

communication. Workers and leaders must be extremely aware of the procedures, timing and outcomes. With this comes the need for two-way communication and in-the-moment support. That's especially important for industries where supervisors could be off-site during LOTO or where a machine could be locked out by a worker who is now off the clock. A communication gap can be problematic if not thought through and can affect the safety of workers. Therefore, the ability to connect with each other is a crucial part of LOTO planning.

Connected worker solutions guide

employees through dynamic workflows representing each company's unique processes and procedures, including LOTO, to help them communicate with everyone involved. In-the-moment data captured with mobile solutions can include direct user input and logic-based workflows. As workers progress through a guided workflow, real-time alerts of what is happening can be communicated to managers or supervisors. A mobile dashboard that presents all the data being collected can provide real-time insights, helping management and company leaders identify issues and address them in-the-moment.

2. Automated Data Collection

Data collection is critical when it comes to connecting frontline workers. Mobile solutions help companies capture data straight from frontline workers and resolve safety and operations issues faster. Data insights and communication capabilities support the right conversations at the right time to yield both cost and time savings.

Companies that empower workers with solutions can document potential issues and deliver immediate insight into problematic areas. That can also allow workers to make decisions in real-time if they are in the middle of LOTO and need help. The right tools lead to increased engagement, ultimately allowing companies to harness data to find out what's happening, identify any gaps and act quickly on the information. Frontline workers benefit from electronic systems that increase awareness and heighten sensitivity through reminders and situational considerations in the LOTO procedure, among others.

ULINE

SHIPPING SUPPLY SPECIALISTS

HARDWORKING PRODUCTS

OVER 38,500 PRODUCTS ALWAYS IN STOCK

ORDER BY 6 PM FOR
SAME DAY SHIPPING

COMPLETE CATALOG
1-800-295-5510
uline.com



3. Triggered Alerts and Interventions

When frontline workers and supervisors are connected with the data being captured, management stays informed, and worker concerns can trigger alerts for escalation messages. This helps companies make better decisions based on valuable data from the workforce. Instead of waiting hours, days or weeks to uncover and resolve issues, connected worker solutions leverage in-the-moment data when attention is needed—often with remote notification and viewing capabilities.

Another advantage of mobile solutions is that workers have the ability to take photos of their environment when performing LOTO. When photos are required in LOTO, they can track when/if the physical lock is being used. Also, if an issue arises, they can trigger a problem and document it with photos before and during the LOTO process. With post-date photos, when these issues arise, the data is collected and can escalate the message to leadership.

This benefits both workers and supervi-

sors. For workers, it provides accountability, which encourages them to not take a wrong step or cut a corner in the process. For supervisors, these messages, triggers and escalations play a large part in management understanding what was done in the process and where they must implement further improvements. That can help prevent future injuries or fatalities.

4. Actionable Data for Leaders

A connected workforce solution provides leaders with not only the tools to support compliance, but also the true data from the frontline, which can be invaluable in process improvements and incident avoidance. As opposed to data that is trapped on paper or electronic forms that are not analyzed in real-time, data that is unlocked with easy-to-use technology provides supervisors with leading indicators to support continuous improvement.

Taking leading indicators to the next level with advanced analytics that pinpoints trends and patterns is critical to identifying root causes and making proactive changes

to help support and ensure process compliance and reduce potential injuries.

CONCLUSION

Combining real-time data, analytics and communication is essential for the millions of frontline workers who operates in hazardous environments every day. Connected worker mobile solutions provide value because they are centered around actionable data, in-the-moment guidance and real-time support and communication.

The benefits provided by such solutions can help employees be more effective and efficient as well as address problems as they arise or even before they occur, which ultimately leads to a safer workplace. **EHS**

Robin Fleming is the co-founder and CEO of Anvl (anvl.com), a software company that helps companies unlock real-time data to improve product quality, safety and productivity. Prior to starting Anvl, she worked as senior vice president of technology at Angie's List and held multiple leadership roles at Teradata Applications (formerly Aprimo).

CASELLA

Vortex3
High Flow

VAPex
Low Flow

Apex2
Medium Flow

Air Sampling Pumps

Working today for a healthier tomorrow

Casella's air sampling pump family brings the latest technology to the market:

- High back pressure capabilities
- Long battery life
- Ingress protection (IP65)
- Rugged, easy to clean designs
- Remotely monitor the pumps and download data

13 Pratts Junction Road, Sterling, MA 01564-2305

T: (800) 366 2966

E: info-us@casellasolutions.com

www.casellasolutions.com

The Wild, Wonderful World of Manufacturing Ergonomics

Here are postures and movements to watch out for—and how to redesign processes for fewer injuries and greater worker comfort.

By Scott Mullett

Ergonomics, at its core, is central to all that is performed in the workplace. It's much more than fitting the workplace to the worker; it's the combination of engineering, biomechanics, psychology, sociology, design, complex problem solving and anthropometry.

Ergonomics encompasses the whole workforce of a company, and a focus on ergonomics is essential to reducing injury rates, creating a safe working environment and decreasing costs—all while increasing production.

When looking at manufacturing ergonomics, it's important to know that it is possible to improve the workplace. Much of the time, the work setting and processes do not change often. However, if an ergonomic risk factor occurs, engineering controls can be implemented and workflow processes can change to benefit workers and reduce discomfort.

Here are five awkward postures for workers to avoid and seven steps to help you initiate a successful ergonomics program.

AWKWARD POSTURES TO AVOID IN MANUFACTURING

Part of the challenge with manufacturing ergonomics is that work may involve repetition, forceful exertion or sustained body positioning, all of which pose a risk to proper body alignment.

Therefore, safety professionals should watch out for these postures. If found, they should consult with workers, engineers, operations, ergonomists and other



PHOTOGRAPH BY DREAMSTIME

key stakeholders to implement corrective actions. This may involve engineering changes or additional safety trainings, which could include a comprehensive stretch and flex program.

ARMS ABOVE THE HEAD

Working with arms above the head could create several health issues, including muscle spasms, shoulder strains and shoulder inflammation. Positioning conveyors or other frequent tasks that take employees out of their power zone is where injuries and accidents can happen. The power zone is the area between the mid-thigh and mid-chest height, where an individual can lift the most with the least amount of effort; elbows are at 90 degrees and close to the body.

Corrective actions include engineering solutions to lower tasks or equipment that will accommodate working in the power zone.

TWISTING BACK

With the back allowing a maximum 35 degrees of rotation, muscle strains, disc herniations or bone spurs could be a complication from extreme twisting motions. It's important to educate workers about repetitive or extreme twisting motions when handling materials.

Corrective actions include redesigning an area to best accommodate the task or

instructing employees to “dance” with the material to avoid twisting. This requires workers to handle the material in such a way that they are turning their whole body instead of their upper torso. For example, when placing an item on an adjacent shelf, workers should move their feet and turn their entire body in one fluid motion.

FORWARD BENDING

The seemingly simplest of tasks can have the most devastating consequences, such as bending down to pick something up. Distribution of weight causes a tremendous amount of pressure and stress on the lumbar spine and back musculature.

Corrective actions may include lowering workstations, utilizing equipment (e.g., lift-assist devices and carts) or changing/redesigning tools if repeated forward bending is required to perform a task.

NON-NEUTRAL WRISTS

Here's a test: Grab something with a straight, neutral wrist and pick it up. Now perform the same task with a bent wrist. Notice the difference? Performing tasks that require workers to bend their wrists not only decreases grip strength but could lead to issues such as carpal tunnel syndrome. However, redesigning

a workstation is not always needed.

Corrective actions may include education and additional training for workers. If it does come down to redesign, make sure that neutral wrists are accounted for. Grip strength is everything in manufacturing. Flexed or extended wrists will either shorten or lengthen the wrist tendons. Once this occurs, grip strength will be hindered. The key is to keep wrists straight, or like the position one assumes when shaking hands.

FREQUENT KNEELING AND SQUATTING

Occasional kneeling and squatting throughout the day are normal occurrences. However, when kneeling and squatting become frequent, it can cause problems. As our bodies age, fluids that help lubricate our joints begin to dry up. A combination of frequent squatting to perform tasks and the natural process of aging could lead to osteoarthritis developing in the knees. What's more, frequent kneeling on hard surfaces could result in bursitis, a massive amount of swelling on the knee.

Corrective actions may include identifying job tasks that pose a risk to frequent kneeling and squatting, redesigning an area to raise it up (if possible) to prevent or counteract these movements, and fitting employees with knee pads if they need to perform a kneeling task.

PROBLEM SOLVING

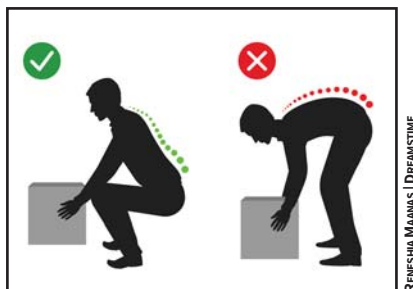
Oftentimes, a safety/ergonomic issue arises, but companies are too late to address the concern. We live in a reactive world with little emphasis on being proactive though, to be fair, forecasting is difficult. We cannot tell the future, and many companies do not want to spend the money to implement a control with unforeseeable risks.

As safety professionals and company leaders, we know that it is in everyone's best interest to identify these issues. This point is front and center with ergonomic concerns. They are generally considered low priority items yet are some of the most expensive injuries encountered in the workplace. A proactive approach is core to accomplishing your ergonomic goals. Here are some tips to bring this all together.

SURVEYS

Start with a simple survey. Ask workers a series of questions related to improvement of controls. Specifically, ask what

they see as a benefit to improve a task, process or piece of equipment. Company-wide surveys are an essential part of applying ergonomic controls. Keep it anonymous for honest feedback. Focus on questions centered around their difficulties of certain tasks performed and discomfort experienced while at work. Use this information to perform a factory audit.



FACTORY AUDIT

Once the data is collected, investigate employee concerns. Also, it's important to review past data, including OSHA Log of Injuries or Illnesses, or OSHA Form 300. Taking a proactive approach from the administered survey, observe employee body positioning and mechanics. Ask yourself if engineering controls are required or additional education is needed. Utilize online ergonomic forms from OSHA to conduct a general assessment or an evaluation of the area identifying ergonomic and safety concerns.

EDUCATION AND COLLABORATION

From the factory audit, what have you discovered? Does the equipment need to be redesigned? Are employee body mechanics an issue? A quick overview of stretching or implementing a pre-work stretching session could be helpful for workers. If an engineering concern is present, collaborate with the engineering and maintenance departments about what can be done to correct this issue. Involve employees in the design and decision-making process, especially if engineering controls are needed.

COST JUSTIFICATION

When exploring possible solutions, it's important to consider the potential costs. Utilization of OSHA's "Safety Pays" program estimator is a beneficial tool when comparing an ergonomic injury to the expense of the control. The tool is geared

toward manufacturing and offers a feature that incorporates the sales of that product to make up for the cost of an injury.

CONSIDER THE HUMAN FACTOR

There's no question about it. Everyone's body is unique in many ways: height, weight, age, gender, health profile, etc. When looking to apply engineering controls to your setup, involve employees as much as possible. After all, they are the ones doing the work. Though often overlooked, employee involvement is center to successful implementation of controls.

CASE STUDIES

After implementation of controls, follow-up with workers. Ask them about what has changed and if those recommendations/controls are working. Before and after pictures are always helpful visuals to show progress. Present your findings to company leadership, and be sure to celebrate the success with the ergonomic control.

CONTINUOUS IMPROVEMENT

While not the most exciting of topics, implementing an ergonomic solution to a manufacturing floor can be a thrill. Take that momentum to the next level, and express your excitement to the rest of the employee base by presenting your findings and the overall success. Remember, ergonomics is an ongoing effort and does not stop even after a solution has been implemented. Continue observing tasks that employees perform and conduct employee interviews frequently.

CONCLUSION

The whole process of identifying and implementing an ergonomic control can be a wild ride. However, with the right plan in place, successful implementation of ergonomic controls will reduce injuries, improve morale and keep safety your number one priority. **EHS**

Scott Mullett, M.A., AT, CEFE, is a board certified and state licensed athletic trainer and an employee at Ergonomic Consultants Incorporated (eci-in.com). He has been an occupational athletic trainer for over 6 years, performing injury prevention and ergonomic services for several manufacturing companies in Ohio and Indiana. Previously, he practiced for six years as an athletic trainer within the secondary school setting.

The Future of PPE

Post-COVID-19, here's what to expect from the next generation of personal protective equipment.

By Sayanti Basu

Before the COVID-19 pandemic, the term personal protective equipment (PPE) was primarily used by professionals who wore it daily to keep them safe on the job. Then, seemingly all at once, national attention turned to PPE.

Industrial workers quickly found themselves discussing the effectiveness of various masks and respirators with their friends and families in casual conversations, and images of nurses and doctors with bruised faces from their masks after 12-hour shifts are burned into our memories.

COVID-19 infections continue to surge in much of the U.S., fueled by the omicron and delta variants. The Centers for Disease Control and Prevention recently updated its face mask guidance to recommend wearing non-surgical N95 or KN95 masks to stop the spread. Many people, including industrial workers, are again donning their PPE.

What's different now is that employers have a new perspective on workers' PPE needs. PPE in the industrial workspace isn't going anywhere, and the next

generation will offer better protection, functionality, comfort and even fashion.

For PPE to offer protection from on-site hazards, workers need to be confident they can wear PPE properly—without worry of irritation or improper fit.

For example, a key component of respirators is the breathability of the material, or the ability of the fabric to let air pass through so that the wearer can safely inhale and exhale. The breathability of a mask can be altered by numerous variables, including the type of fabric, the number of layers within the mask and how tightly the mask is affixed.

In addition to breathability, it is crucial that the mask filters air properly to prevent airborne transmission of harmful bacteria, viruses, dust or other unwanted contaminants. There are now masks with lightweight fabric that promote a high level of breathability and filtration so that the wearer is not

overwhelmed with the build-up of heat, moisture and CO₂ within the mask. Although these new developments are a result of COVID-19, improved breathability will likely be a key feature in respirators long after the pandemic is declared over.

Another crucial step toward promoting PPE adoption is for PPE to be properly fitted and comfortable for extended wear. Incorporating flexible materials into mask production, such as thermoplastic elastomers, creates a final product that is soft to the touch and can stretch to fit different people. With these key features, employees who must don masks for hours at a time—and at varying levels of physical exertion—are less likely to experience discomfort from chaffing, indentations, perspiration or lens fogging when worn with eye protection or prescription glasses.

INVESTING IN THE FUTURE: LOOKING TOWARD LONG-TERM, REUSABLE PPE SOLUTIONS

As global demand for PPE surged in 2020, the supply chain struggled to deliver against unprecedented volumes, setting off a global scramble to combat shortages. While governments collaborated with manufactur-





in the wake of
COVID-19, employers
are in pursuit of a
safer workplace.
Industries are
developing
comprehensive and
versatile worker
protection systems
that understand
the importance
of preventative
planning and
workplace risk
assessments.

ers to increase production of PPE, industrial workers were unable to gain access to respirators, which were being diverted for health care use.

Reusability of a face mask will be a key measurement of success in developing long-term solutions for respiratory protection. Should the supply chain struggle to meet the demand for disposable masks again in the future, jobsite managers may consider more reliable and sustainable alternatives, such as Air Purifying Respirators (APRs) and Powered Air Purifying Respirators (PAPRs).

These portable alternatives offer increased levels of protection in areas with a higher concentration of contaminants through a comprehensive system containing an air purifying filter, canister for contaminants, motor, headpiece and breathing tube. Not only do PAPRs provide added comfort through a loose-fitting hood and face pieces, but workers can reuse and clean them, ultimately reducing the environmental impact and total cost of single-use disposable masks.

ELEVATING AESTHETICS: EMBRACING STYLE TO IMPROVE USE

Throughout the COVID-19 pandemic, we have seen the rise of fashion-forward face masks from apparel companies that offered different patterns, colors and imagery. As we shepherd in a new, younger wave of workers, manufacturers should be prepared for them to have this same sense of wanting to choose and express their personal style while at work, too.

Industrial safety PPE extends far beyond respirators for a full portfolio of head-to-toe protection. There are harnesses for those who work at height, gloves for those who work with sharp machinery and rubber boots for those who work in electrical safety, among others. When employers are considering new PPE products across the board, they should look for ways to incorporate workers' personal choice and style. Functionality to protect a worker is of utmost importance, but choices in style and design may lead to better adoption rates.

For employers struggling with PPE adoption, consider getting employee feedback. This could include showing them the catalog or ordering swatches and samples to try on the different styles and ensure the products fit, feel and look good. Soliciting employee feedback also shows them that their employer values their opinions about what they need and want them to get the job done safely.

EDUCATING THROUGH TECH: USING SMARTER PPE

Today, workers are more accustomed than ever to wearable technology in their personal lives, such as fitness trackers and smart watches. In the future, PPE will become increasingly connected. Smart PPE technology will

enable wearers to ensure the proper fitment, collect data from their environment to better understand the risks and, of course, be protected from workplace hazards. For example, in industries that are impacted by excessive noise levels, employers can integrate technology that allows for remotely monitoring noise, performing annual audiometric screenings and hazard training on the irreversible impact of noise-induced hearing loss.

Product innovations that utilize technology can allow workers to be more responsive in the event of a safety issue and empowers workers to proactively mitigate or prevent future safety hazards. In doing so, workers are given more control over their safety in the workplace, both for immediate and long-term health.

THE ROAD AHEAD FOR PPE: CONSIDERATIONS FOR EMPLOYERS

In the wake of COVID-19, employers are in pursuit of a safer workplace. Industries are developing comprehensive and versatile worker protection systems that understand the importance of preventative planning and workplace risk assessments.

While solutions for workplace health and safety have changed—and advanced—greatly since 2019, worker protection and safety measures remain a high priority. Industry leaders should continue to look for adaptable, efficient products that can support their employees through a workforce evolution brought on by crisis. That includes protecting workers from physical hazards by having access to safe and reliable PPE. **EHS**

Sayanti Basu is global director of respiratory protection for Honeywell (www.honeywell.com), a multinational company serving the following industries: aerospace, buildings and cities, chemicals and materials, healthcare and pharma, industrial and manufacturing, retail, safety and supply chain.

Selling Safety: A Three-Dimensional Approach

A fire or safety inspector must be a salesperson because in order to get compliance, you must get buy-in. To get buy-in, you must sell safety—and that means explaining to workers why a code or standard must be met.

by Tunzyaan A. Griffin

Oftentimes, there are many elements of the safety codes and standards that overlap and appear to conflict with one another. That can make it difficult to determine what requirements to prioritize to ensure the safety of a facility's occupants and patrons.

In my career, I have asked myself during inspections, "What deficiencies or findings do I need to push them to immediately correct?" I also ask, "What deficiencies can I give them more time to correct?"

During an inspection or audit, you will discover multiple deficiencies, findings and/or violations. Any issue you identify has a level of significance, and addressing it falls on a priority scale. The priority of a finding, however, is not always indicated in the code you are applying during your inspection or audit.

As a safety professional, safety inspector or safety officer, you encounter situations where you may need a compass to guide you in terms of the deficiencies you identified and where they fall on the priority scale.

THE THREE INCIDENT PRIORITIES

In firefighting and other emergency situations, there are three incident priorities that guide tactical operations and tasks: life safety, incident stabilization

and property conservation.

1. Life safety refers to items or situations that pose an immediate danger to life and health. They must be corrected and/or addressed immediately. If you find something that rises to this level of hazard, it is easy to explain and stress the importance to your workers.

2. Incident stabilization refers to preventing and/or limiting situations or circumstances that could lead to the expansion and acceleration of a given hazard. This priority can be easily explained to your employees because it is quantitative. If "X" issue is not addressed and "Y" incident occurs, then "Y" incident will expand to "Z" incident, which will cost you in time and dollars.

For example, storing a 5-gallon container of acetone by an exit door is not immediately dangerous to life or health, but in a fire emergency the exit can become blocked or compromised. A blocked exit way does not lend itself to stabilizing a fire emergency.



NARONGRIT SRITANA | DREAMSTIME

3. Property conservation often times comes into play post-incident or accident. In safety inspections or audits, property conservation involves limiting liability. For example, consider how much a slippery floor in the workplace could cost.

In a fire emergency, after the fire has been extinguished and the carbon monoxide has been ejected from the structure, the last step in the tactical process is salvage and overhaul.

- **Salvage** efforts protect property and belongings from damage, particularly from the effects of smoke and water. If there are undamaged furnishings, firefighters move the items outside of the structure. Some items will be damaged and/or destroyed by the fire and water, but firefighters work to save or salvage what remains.

- **Overhaul** ensures that a fire is completely extinguished by finding and exposing any smoldering or hidden pockets of fire in an area that has been burned (*Firefighting Essentials Handbook*, 7th Ed). The consequence of not effectively performing overhaul is an increased chance of rekindle, meaning the fire starts again. When a fire rekindles, it results in additional loss of physical property.

Application of these priorities to safety inspections and/or audits helps safety professionals obtain compliance using rational persuasion. This creates a three-dimensional approach to selling safety.

MAKING SAFE DECISIONS

Keeping these three incident priorities in mind helps you establish priority on the findings and/or deficiencies you found during an audit or inspection. For example, you note there is a fire extinguisher that, according to its tag, is overdue for annual inspection by more than four months. You find three exit signs and emergency lights that are not working. You also note that the commercial hood system has a heavy accumulation of grease and oily sludge inside the ductwork of the hood system. It was allegedly cleaned last month, but this accumulation suggests otherwise.

If you had to pick one issue, what would you try to push the hardest to get corrected? In other words, which

of these deficiencies has the greatest chance of costing someone their life: the fire extinguisher, the emergency light or the kitchen hood system?

The grease accumulation in the hood system poses the most significant hazard to life because it can ignite without warning. If there is too much of an accumulation of grease and sludge inside the hood system, it can continue to burn even after the suppression system has fired.

This example demonstrates, in one instance, how the incident priorities can be applied to safety inspections and audits. The rationale that you used to push for the immediate correction of a finding must be clear and apparent to your workforce. That clarity helps promote buy-in and prompts action.

It could cost somewhere between \$350 and \$650 to thoroughly clean a dirty hood system to standard, but it would cost thousands in fire damage and possibly someone's life.

When you conduct a fire inspection, safety inspection or OSHA audit, you are using a rational process to help your workers make a rational choice. In many instances, the rational choice to correct a deficiency or safety concern does not translate to your company's immediate financial bottom line.

THE COST OF BEING UNSAFE

Eighty-five percent of workers' compensation claims come from employees who slipped on slick floors, according to the *Industrial Safety & Occupational Health Markets*, 5th Ed. Furthermore, 22% of slip/fall incidents resulted in more than 31 days of lost work, according to the U.S. Bureau of Labor Statistics. Lost work is lost money.

Occupational injuries caused by falls that are temporary and serious in nature cost between \$250,000 and \$300,000 per year. Falls account for 16% of all workers' compensation claims and 26% of all costs, according to workers' compensation statistics from ITT-Hartford Insurance Company.

Cost mitigation is a form of property conservation. Companies and organizations all have limited resources. Slips, trips and falls can negatively impact their bottom line, but they can also be prevented. It is essential that safety professionals and safety inspectors



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
salesusa@schmersal.com
914-347-4775



SCHMERSAL
THE DNA OF SAFETY

conduct thorough audits and inspections.

Many facilities focus on OSHA safety compliance. An OSHA inspector can fine your facility for not meeting established workplace safety standards. Yes, fines directly affect your company's bottom line, but what about not complying with the fire or building code? The financial aspect of noncompliance with building and fire codes may not be readily identifiable unless the authority having jurisdiction serving the area where your facility is located has an aggressive inspection and compliance program that results in fines for noncompliance.

The most significant financial consideration comes post-incident or accident through litigation for not meeting the standard of care set by fire and building codes. Knowledge and understanding of codes and standards are essential for safety officers, facility managers and so forth. If you are not familiar with what is required in the building and fire codes, how can you point out deficiencies and violations to your employees?

SELLING SAFETY

Every finding has three dimensions that must be considered to establish priority: life safety, incident stabilization and property conservation. The aspect that is most applicable to a given finding or code violation determines how important it is for your company to correct. Applying these three dimensions gives you a tool that can help you sell the importance of safety compliance to your company and persuade them to spend their capital to do it. That is the three-dimensional approach to selling safety.

The three incident priorities are a compass for your safety audit and inspections. They are the guiding principles that allow you to become more effective and allow you to obtain compliance with codes and standards.

When an automotive sales professional sells you a new or used vehicle, they must build value to you regarding the car they are trying to sell. The car salesperson must persuade you that the thousands of dollars you are about to

spend is worth it. The same is true for a safety professional.

You must build the value in complying with codes and standards for your company. Your company's senior management must then make the rational decision to spend their capital to meet the safety standards set by the code. **EHS**

Tunzyaan A. Griffin is a certified fire/building inspector and consultant for HGS Engineering, Inc. (hgsengineeringinc.com) in Oxford, Ala. He spent over 19 years working at Mississippi and Alabama fire departments, where he served as a fire inspector, senior fire prevention specialist/ forensic fire investigator and a building inspector/ fire investigator. He has conducted over 15,000 fire and life safety inspections, over 2,000 safety audits and over 300 acceptance tests of fire protection systems. He also served as a safety officer and construction safety officer for the University of Alabama at Birmingham.



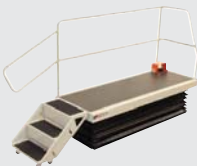
WORK ACCESS LIFTS

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**



ISO 9001:2008
Certified



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

1-800-843-3625

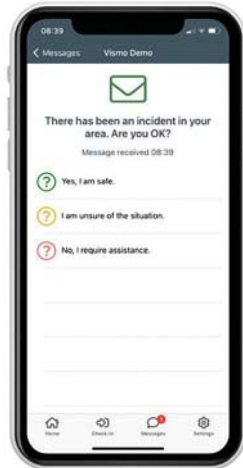
NEW PRODUCTS

Mass Notification

Vismo has a new mass notification platform designed specifically to help all employees regardless of where they are based, e.g., remote, lone workers or traveling. Vismo Notify allows organizations to contact any or all employees during an emergency incident, when an incident is expected or alert them to a new company policy. Management has full control over message content and can customize messages. Employees can be notified via the Vismo app, email, SMS and Text to Voice. All or any of these options can be selected, and a response can be required to gauge how safe employees are or feel for full auditability.

Vismo

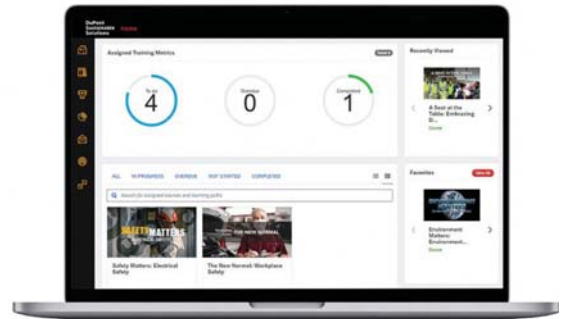
www.vismo.com



For more new products,
visit newequipment.com
powered
by **NED**

Advertiser Index

Advertiser	Page #
ADVANCE LIFTS INC.	28
AMERICAN SOCIETY OF SAFETY PROFESSIONALS	10-11
AUTOMATIONDIRECT	5
CASELLA SOLUTIONS	21
GRAINGER	IFC
HEALTHY ROSTER	7
NORTHERN SAFETY & INDUSTRIAL	2
PILZ AUTOMATION SAFETY	15
SAFESTART	3, IBC
SCHMERSAL INC.	27
ULINE	20
VPPPA	19
WOOSTER PRODUCTS INC.	8
WRANGLER WORKWEAR	BC



Learning Management System

DuPont Sustainable Solutions (DSS) has launched a new learning management system (LMS) to provide instruction on EHS compliance. DSS partnered with SAP Litmos to offer clients across industries a modern and engaging employee learning experience. The new LMS offers the following features: responsive design that is accessible from any device; robust and flexible reporting; available learning record store and xAPI compliance; and social learning and gamification features complete with badges and leaderboards.

DuPont Sustainable Solutions

www.consultdss.com



Shock-Absorbing Bollard

McCue has developed a bollard that can withstand impacts up to 15,000 J and is also easily installed and moved. The SafeStop Bollard 15 stops material handling vehicles while protecting people and business operations. The bollard is created with a proprietary blend of synthetic elastomers and high-strength steel to absorb impact energy and separate workers from heavy machinery. The SafeStop Bollard 15 dissipates redistributes the impact load instead of transferring it to the ground or material handling vehicles.

McCue Corporation

www.mccue.com

EHS Today®

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

BUSINESS OPERATIONS

John DiPaola, Managing Director
jdipaola@endeavorb2b.com

Jacquie Niemiec, Executive Vice President of Marketing Solutions & Data
jniemiec@endeavorb2b.com

Deanna O'Byrne, Production Manager
dobyrne@endeavorb2b.com, (816) 832-4165

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

ADVERTISING SALES

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

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

INTERNATIONAL SALES

Rodric Leerling, Europe
office@leerling.biz 31, (0) 683-23-2625

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

Stuart Payne, Europe and Scandinavia
stuart.payne@husonmedia.com, 44-1932-564999

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, CTO

Angela Mitchell, VP, Accounting

Jessica Klug, VP, Finance

Mike Christian, EVP, Industrial

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

David Sparkman

Contributing Editor
dspark@comcast.net

Bill Szilagyi

Art Director
(216) 233-0515
bszilagi@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

David T. Matthews, CIH, Consultant, Antea Group

James W. Platner, Center to Protect Workers' Rights

J.A. Rodriguez, CSP, Raytheon Corp.

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) 513-6022 or (866) 505-7173. 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-reprints 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, 331 54th Ave N., Nashville, TN 37209, www.endeavorbusinessmedia.com.

Copyright © 2022 Endeavor Business Media. All rights reserved.

EHSToday.

Safety Leadership CONFERENCE

SAVE THE DATE
FOR 2022!

OCTOBER 18-20, 2022

THE HUNTINGTON CONVENTION CENTER OF CLEVELAND

WWW.SAFETYLEADERSHIPCONFERENCE.COM



Safety experts will come together to share best safety practices with companies hoping to achieve a world-class workplace safety program. The 2022 conference session tracks will be Safety Management and Safety Solutions.

Owned &
Produced by:



NICOLE
STEMPAK
Managing Editor



NEW YEAR, NEW SOLUTIONS

Focus on small, lasting changes to improve your outlook.

This year, I'm not making a New Year's resolution to eat healthy or lose weight. Those kinds of resolutions rarely work out—and it's not because of a lack of willpower.

Vaguely worded resolutions don't allow us to make measurable progress, nor do they set parameters for success, according to experts. Furthermore, resolutions connected to external factors like societal expectations or pressures aren't as successful as intrinsic motivations in the long term. In other words, make sure you're eating steamed broccoli and riding the bike for yourself, because you want to. Otherwise, you probably will stop after a couple months.

As we approach a third year of a global pandemic, it's understandable if you are in despair. All too often, I find my thoughts leading me in a downward spiral. It's during these moments that my significant other must gently remind me that worrying about something I don't have control of is a poor use of my time and energy.

As a result, I have decided to focus on changing what is in my control. It feels like we have surrendered so much of our lives and, to a certain extent, our identity to the pandemic. With seemingly everything defined and affected by COVID-19, thinking about what I want to do differently is an emboldening thought, one that has filled me with a sense of energy and excitement.

I have identified some common themes from what I have read, though there is plenty of disagreement, too. I'm trying to put those recommendations and advice to good use. Here's what I'm focused on doing differently in 2022:

Identify what makes me feel bad, then set a goal that will make me feel better.

It's like thinking in reverse. You isolate the problem and then identify specific actions you can take to arrive at a more positive outcome.

For example, I noticed my energy level drops and anxiety level spikes every time I check my email. I had to work through why that is. I realize that I thankfully don't anticipate or fear receiving some negative news. Rather, the sheer volume of emails that I need to read, respond to and act on is a source of stress.

I'm trying out a couple techniques, including setting up a Trello board and creating task-based Outlook folders. I'll need to see what works for me and what doesn't, though I expect those will change over time as I learn how to tame my inbox.

Look at both the forest and the trees.

It's easy to get so focused on doing something a certain way that you forget all the other possibilities. That's why it's important to zoom in and out on your situation.

For example, it often feels like hours or a whole day can slip past me, and I haven't touched the tasks I wanted to focus on. I made myself more cognizant of when that feeling arises, then analyzed it. Was it because I let myself be distracted? Was it because I had unrealistic expectations for the day? Was it because I didn't set clear boundaries?

This exercise has helped me honestly assess my behaviors. I've decided I must check-in with myself throughout the day to manage expectations versus reality. Based on my conclusion, I may need to make myself unavailable, shorten my to-do list or block off time to tackle a task.



Be open to change.

COVID-19 has certainly prompted lots of changes, but we may not like all of them. Still, it's important to acknowledge those changes and allow yourself time to process or respond to them.

For example, that could be something as banal as caving into my cravings and eating a cinnamon raisin bagel for breakfast instead of my usual heart-healthy oatmeal—and not beating myself up for eating carbs first thing in the morning. It's fine because it was delicious, and food is meant to be enjoyed.

I used to have a rigid routine, including what I ate for breakfast. That no longer works for me. Instead, I let myself focus on what I need at that moment and acknowledge that can change from day to day or even hour to hour. It can be difficult to not adhere to a routine, but I'm finding joy in asking myself whether something still serves me and adjusting accordingly.

These continue to be challenging times. Our individual situations may be different, but we all need to be kind to ourselves, give ourselves grace and do what we can to feel better about ourselves. Focusing on what we can do rather than what we can't is one way to start.

Nicole Stempak

Send an e-mail with your thoughts to nstempak@endeavorb2b.com.



How to Make Habits Stick

Did you know that not even 10% of people actually reach their goal when trying to create new habits? Most people operate on autopilot with little or no conscious thought and it's their habits that drive them. Since everyday actions are habitual, learning how to form new habits can be a game-changer in safety.

These guides are a good place to start if you want to get serious about helping your employees build good safety habits:

How To Make Habits Stick

Helping Others Build New Habits



Download the guides
safestart.com/ehs2

 **SAFESTART**[®]
 800-205-8145

A man wearing a grey Wrangler shirt, a dark cap, and glasses is holding a large, shiny metal pipe. The shirt has an orange 'FR' tag on the chest pocket. The background is a bright, outdoor setting with a white vehicle visible.

**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.

Wrangler® 
FLAME RESISTANT

