



Job Safety & Health Quarterly

# JSHQ

Volume 11 Number 4  
Summer 2000



Protecting Workers,  
Transforming  
Relationships

OSHA's  
Strategic  
Partnership  
Program

**U.S. Department of Labor**  
Alexis M. Herman, Secretary



Occupational Safety and Health Administration  
Charles N. Jeffress, Assistant Secretary

*Job Safety & Health Quarterly* is the official magazine of the Occupational Safety and Health Administration, U.S. Department of Labor. It is available by subscription from the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402, for \$15.00 per year, or \$18.75 if mailed to a foreign address. Single copies are \$5.00 (U.S.) or \$6.25 (foreign).

The Secretary of Labor has determined that the publication of this periodical is necessary in the transaction of the public business required by law of this Department. Use of funds for printing this periodical has been approved by the Director of the Office of Management and Budget.

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## **From the Editor...**

What one person cannot accomplish alone, many can achieve together. OSHA recognizes that sharing skills, expertise, and resources with employers—large and small—is an effective way to eliminate potential workplace hazards and to promote safety and health programs that can save lives and eliminate injuries and illnesses. As the introductory article in a continuing series, our cover story highlights some of OSHA's partnership efforts currently underway across the nation. Watch future issues for details on how select partnerships have proven that working together can make a difference.

Also in this issue...OSHA recently signed an agreement with the Federal Aviation Administration calling for a joint investigation on how to better protect flight attendants. An article on OSHA's Site-Specific Targeting program takes a look at an innovative approach to workplace inspections.

As part of our continuing effort to keep our readers informed, we've featured special tearout pages on Lyme disease and worker protection from UV radiation. And, finally, our regular columns—*What's Happening?*, *Mark Your Calendar*, and *Q&A*—highlight upcoming events, training, and the latest scoop on grants, partnerships, outreach, and agency programs.

Thanks for your continued support. Enjoy the issue!

Kerri L. Lawrence  
Managing Editor

# JSHQ

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# Assistant Secretary's Message



**W**hat does it take to create a safety culture? One word—commitment. Every employee from the CEO to the newest hire must agree that safety comes first, without question, without exception.

A strong safety culture consists of shared beliefs, practices, and attitudes at a worksite. It's the atmosphere that pervades a workplace. Culture defines how it's done—whether it's okay to cut corners, or whether it's expected, or whether it's forbidden. Culture is the sum of norms, values, myths, stories, policies, procedures, and training. Re-create the culture and you re-define work life.

Too often, the CEO says "The safety of our employees is first and foremost." Executive management translates that to "Safety of our employees is first, but we also must maintain production and profits." Middle management says, "Safety is important, but we must meet our production goals." First-line supervisors interpret that as "Keep

production up while being as safe as the process will allow." And employees hear the message as "Production is top priority. Do it safely when possible."

In facilities where a strong safety culture exists, everyone feels responsible for safety and pursues it on a daily basis. Employees go beyond the call of duty to identify unsafe conditions and behaviors and intervene to correct them.

For instance, in a strong safety culture, any worker would feel comfortable walking up to the plant manager or CEO and reminding him or her to put on safety glasses. Doing so wouldn't be considered forward or overzealous. Rather it would be valued by the organization and rewarded. Likewise, coworkers routinely look out for one another and compliment safe practices while pointing out potential hazards.

A strong safety culture exists when safety becomes everyone's responsibility, not just the safety director's. Safety becomes a value of the organization—not just a commitment of the administrator—and an integral part of operations.

As Voluntary Protection Programs (VPP) companies have proven, production does not suffer but is enhanced over the long term due to the level of safety and health excellence achieved by the organization.

A workplace with a strong safety culture usually experiences few at-risk conditions. The result is low accident rates, low turnover, low absenteeism, and high productivity.

That makes these workplaces successful in other areas as well.

Clearly, OSHA would like to encourage every worksite to adopt a safety culture. An excellent way to do that is through our partnership programs. Several of the 70 OSHA partnerships are profiled in this issue of *Job Safety & Health Quarterly*.

Employers and employees involved in these partnerships share a commitment to developing safety cultures. Commitment begins with top managers. But the real key is involving every employee. Employees often have the know-how to identify problems and find solutions. And no one else has as much at stake to avoid accidents as the employees who are likely to be injured.

OSHA's mission is sending every worker home whole and healthy every day. Establishing partnerships that encourage employers and employees to adopt safety cultures is a great way to advance our goal. [JSHQ](#)

A handwritten signature in black ink that reads "Charles N. Jeffress". The signature is written in a cursive, flowing style.

Charles N. Jeffress  
Assistant Secretary of Labor  
for Occupational Safety and Health

**Q** What is the basis of OSHA's new partnership agreement to promote health and safety for health care workers?

**A** OSHA and the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) are extending their current partnership to foster continued participation in OSHA's Voluntary Protection Programs and to recognize excellence in worker safety and health among health care institutions. The Joint Commission is an independent, not-for-profit organization that evaluates and accredits more than 5,000 hospitals and more than 12,000 other health care organizations.

"This partnership is very fruitful," says Assistant Secretary of Labor for OSHA, Charles N. Jeffress. "It has dramatically expanded OSHA's outreach in the health care industry and produced a voluntary performance strategy that has improved worker safety and health throughout the industry."

OSHA and the Joint Commission have been working together since 1996 to help hospitals, nursing homes, and other health care facilities understand how to meet the requirements of both organizations to provide a safe and healthful environment for workers who care for others. The two organizations have developed training materials and publications for health care facilities and provided specific examples in Joint Commission accreditation manuals to illustrate how compliance with OSHA standards also satisfies Joint Commission standards. The partnership helps organizations minimize duplication and focus resources on improving safety and health for workers who face a higher than average risk of occupational illness and injury.

In 1998, the OSHA-Joint Commission partnership received Vice President Gore's prestigious Hammer Award.

**Q** Has OSHA changed some policies with regard to the Nationally Recognized Testing Laboratories program?

**A** Beginning in October 2000, OSHA will charge fees to review applications and conduct audits of Nationally Recognized Testing Laboratories (NRTLs). OSHA instituted the NRTL program to ensure that testing and certification of equipment or products as required by many of OSHA's safety

*OSHA and the Joint Commission have been working together since 1996 to help hospitals, nursing homes, and other health care facilities understand how to meet the requirements of both organizations to provide a safe and healthful environment for workers who care for others.*

standards have been done appropriately. The size of the program and the amount of work involved in maintaining it have resulted in large costs for the agency both in terms of human resources and in direct costs, such as travel.

OSHA soon will charge fees for two types of services: (1) processing applications for the initial recognition of an organization as a NRTL or for expansion or renewal of OSHA's recognition of an existing NRTL; and (2) performing audits of NRTLs to determine whether they continue to meet requirements for recognition.

Each site applying for initial recognition as an NRTL will pay an application fee and an onsite review fee, totaling \$5,900. Following OSHA's assessment, the agency will calculate fees based on the actual staff time and travel costs incurred. "We will bill or refund the difference between the amount pre-paid (\$5,900 per site) and the calculated fees," agency officials say.

There are currently 17 NRTLs operating 41 sites in the U.S., Canada, Europe, and Far East. Complete information can be found in the July 31, 2000, *Federal Register*, and on OSHA's website at [www.osha.gov](http://www.osha.gov).

**Q** Has OSHA entered into any new partnerships in the construction industry recently?

**A** OSHA and the southern New Jersey chapters of the Associated Builders and Contractors Association (ABC) recently signed a "Platinum Partnership" agreement saluting the member companies for exemplary safety and health programs at their worksites. More than 150 employers make up the two New Jersey chapters of ABC. Together they employ more than 1,500 workers at construction sites throughout the state.

"Platinum" contractors must meet stringent safety guidelines including (1) having an occupational injury and illness rate of fewer than 8 incidents per 100 employees (the industry average is 8.8); (2) having a site-specific written safety and health program—based upon either the American National Standards Institute or OSHA guidelines—that includes employee involvement; (3) providing training for employees on hazards specific to their jobs; (4) providing effective supervisor training modeled on

OSHA's 10-hour construction safety course; (5) designating safety personnel who receive training equivalent to OSHA's 30-hour construction safety training course; and (6) having a record that includes no willful or repeat serious violations in the last 3 years and no fatalities or catastrophic accidents that resulted in serious citations in the last 3 years.

For more information, contact OSHA's Directorate of Construction at (202) 693-2020.

**Q** Each year OSHA awards training grants. Has the agency selected the awardees this year?

**A** For Fiscal Year 2000, OSHA awarded nearly \$8 million nationwide in Susan Harwood Training Grants to organizations to provide safety and health training and related services. The agency

ally or in multiple states to develop and/or expand their occupational safety and health training, education, and related assistance over a 3 to 5 year period.

The training grants honor the late Susan Harwood, a former director of the Office of Risk Assessment in OSHA's Health Standards Directorate, who passed away in 1996. During her 17-year tenure with the agency, Harwood helped develop OSHA standards to protect workers exposed to bloodborne pathogens, cotton dust, benzene, formaldehyde, asbestos, and lead in construction.

Information about the organizations receiving the Susan Harwood Training Grants will be posted on OSHA's website at [www.osha.gov](http://www.osha.gov).

JSHQ

*For Fiscal Year 2000, OSHA awarded nearly \$8 million nationwide in Susan Harwood Training Grants to organizations to provide safety and health training and related services.*

awards the grants through a competitive process to organizations that propose to educate workers and employers in small businesses, train workers and employers about new OSHA standards, or train workers and employees about high-risk activities or hazards either identified in OSHA's strategic plan or as part of an OSHA special emphasis program.

The agency introduced a new category of grants this year. These Institutional Competency Building Grants will assist non-profit organizations that serve clients nation-

# What's Happening?

## NIOSH

### *Recommendations Issued for Firefighter Training*

Following a tragic training accident involving firefighters in California, NIOSH has issued strict recommendations toward preventing future tragedies. NIOSH studied the accident in which a 38-year-old firefighter—taking part in a multi-jurisdictional, multi-company training exercise—initiated a risky, unauthorized bailout procedure known as an “emergency ladder slide” from a second story window and plummeted to his death. The method involves a head-first advance over the top of a ladder, hooking an arm through a ladder rung, and grasping a side rail, swinging the legs around to the side of the ladder and sliding down the ladder to the ground. The firefighter was unable to adequately hook the ladder rungs or grasp a ladder side rail and fell to his death.

As a result, NIOSH recommends that all new training programs undergo a comprehensive review of the content and curriculum prior to implementation. The agency’s guidelines suggest collaboration between fire departments and other fire-related organizations, including the International Fire Service Training Association, U.S. Fire Administration, International Association of Fire Chiefs, and the International Association of Fire Fighters. NIOSH also recommends that fire departments designate individual safety officers at all significant training exercises to observe operations and ensure that all trainees consistently follow safety rules and regulations.

Copies of the publication are available free from NIOSH—Publications Dissemination, 4676 Columbia Parkway, Cincinnati, OH 45226-1998; phone 1-800-35-NIOSH (1-800-356-4674); fax (513) 533-8573; or e-mail at [pubstaff@cdc.gov](mailto:pubstaff@cdc.gov).

### *Respirator Warning Issued*

NIOSH recently issued a bulletin calling for owners of the Draeger Inc. OxyK-Plus self-contained, self-rescuer respirators (SCSRs) to check them for dangerous defects. Recent spot examinations of SCSR—designed for one-time use as a temporary source of oxygen for workers in emergencies in mines and other workplaces—found particles of potassium superoxide, an irritant chemical, in the breathing tubes and mouthpieces of some SCSR used in mines. Potassium superoxide, which is a component of the chemical cartridges used in the devices, can seriously irritate and possibly burn the respiratory tract if inhaled.

The individual SCSR are sealed in casings until use to protect components from being adversely affected by moisture or foreign substances. The units’ packaging, however, precludes visual inspection of interior parts such as the mouthpiece and the breathing tube. Owners should check for possible defects by inspecting the exterior of the sealed unit and shaking the device. If the unit rattles or makes any other kind of noise when shaken, there may be damage and the device should be removed from service. Users should follow Draeger’s instructions to check the casing for damage or missing parts and contact the manufacturer for further guidance at 1-800-858-1739 or -1741. For more information, also consult NIOSH’s website at [www.cdc.gov/niosh](http://www.cdc.gov/niosh).

# OSHA

## Oregon OSHA's Safety and Health "Tools of the Trade"

Oregon's Occupational Safety and Health Administration (OR-OSHA) recently developed OR-OSHA's "Tools of the Trade"—a complete, comprehensive tool kit made up of the ingredients OR-OSHA believes an employer needs for an effective safety and health program.

Included is a copy of the Oregon law, a booklet on how to develop a safety and health program, instructions on how to fill out the required injury and illness log, a basic guide to developing and implementing an occupational safety and health committee, a sample copy of the state's safety and health newsletter, and a "hot line" number to call for answers to puzzling questions.

OR-OSHA also has developed an innovative "Road Map"—a separate, introductory pamphlet with an overview of OR-OSHA. It features a quick tour of OR-OSHA services, a glossary of terms, and a look at the agency's pertinent rules, what employers should do to ensure a safe and healthful workplace, what employees' obligations are, and where to get assistance.

For more information or a copy of the materials, contact the OR-OSHA Resource Center, Labor and Industries Building, 350 Winter Street, N.E., Salem, OR 97310, or visit their website at [www.orosha.org](http://www.orosha.org). Look for online copies of the "Tool Kit" and "Road Map" under **Publications**.

## Voluntary Protection Programs (VPP)

### Excellence In Worker Safety and Health Recognized

OSHA's Voluntary Protection Programs (VPP) recently recognized the Springfield Remanufacturing Corporation of Springfield, MO, for renewal of its OSHA *Star* VPP membership and its continued excellence in worker safety and health. SRC's 360 employees remanufacture agricultural and automotive engines. First approved for *Star* in November 1995, the facility has injury incidence rates about 78 percent below the national industry average.

The VPP recognizes and promotes companies with effective safety and health management programs resulting from management, labor, and OSHA collaboration. There are currently 509 VPP worksites in the U.S.

For more information on OSHA's VPP, write the OSHA Directorate of Federal-State Operations, 200 Constitution Avenue, N.W., Room N-3700, Washington, DC 20210; or call (202) 693-2213. See also **Outreach** on OSHA's website at [www.osha.gov](http://www.osha.gov).



For more information on OSHA's Voluntary Protection Programs, write the OSHA Directorate of Federal-State Operations, 200 Constitution Avenue, N.W., Room N-3700, Washington, DC 20210; or call (202) 693-2213. See also **Outreach** on OSHA's website at [www.osha.gov](http://www.osha.gov).



## Star Program Update

### New

- Blake Medical Center, Bradenton, FL
- Georgia-Pacific Corporation, Oxford, MS
- International Paper's Shreveport Preprint & Coating, Shreveport, LA
- Potlatch Corporation's Southern Unit, Warren, AR
- Reynolds Metal Company, Gum Springs Plant, Arkadelphia, AR
- Springs Industries, Inc., Hartwell Finishing Plant, Hartwell, GA
- United Space Alliance, Gemini Facility, Houston, TX
- United Space Alliance, Headquarters, Houston, TX
- United Space Alliance, Flight Crew Equipment/Extra Vehicular Activity/Training Academy, Houston, TX

### 10-Year Star

- Halliburton Energy Services, Duncan, OK

### 8-Year Star

- Georgia Pacific, Crossett Paper Operations, Crossett, AR

### 6-Year Star

- Thrall Car Manufacturing, Winder, GA

### 3-Year Star

- Milliken & Company, New Holland Plant, Gainesville, GA
- Chevron Chemical Company, LLC, St. James Plant, St. James, LA
- ExxonMobil Chemical Company, Mont Belvieu, TX
- OxyChem-Delaware City Plant, New Castle, DE
- International Paper, Retail Packaging-Cosmetics, Clifton, NJ

## Merit to Star Update

- The Trane Company, La Crosse, WI

## Demonstration Update

- Harmony Construction at OxyChemical, Convent, LA
- United Space Alliance (USA) at Johnson Space Center, Houston, TX

## 2-Year Demonstration

- J.E. Merit Constructors, Inc. at Novartis Corporation, St. Gabriel, LA

## One-Year Demonstration

- Zachry Construction Company at Equistar, Wadsworth, TX

## Merit Update

- Avery Dennison, Hamilton, OH
- National Enzyme Company, Forsyth, MO
- International Paper, Folkston Mill, Folkston, GA
- B.F. Goodrich Aerospace, Ft. Lauderdale, FL

This brings the total participants to 509 sites in the Federal VPP: 429 in *Star*, 55 in *Merit*, and 25 in *Demonstration*.

## Upcoming Conferences

More than 20,000 persons—including OSHA representatives—are expected to attend the National Safety Council's 88th Annual Congress and Expo at the Orange County Convention Center, Orlando, FL, from October 13-20, 2000. OSHA will host two booths—one staffed jointly by representatives of the Office of Public Affairs, Partnership Programs, and OSHA field staff and another represented by the OSHA Training Institute and the Education Centers. More than 175 panels will discuss a broad spectrum of safety and health topics from ergonomics to violence in the workplace. Several OSHA officials are scheduled to take part.

The International Fishing Industry Safety and Health Conference will be held from October 23-25, 2000 at Woods Hole, MA. Co-sponsors include the Alaska Field Station, NIOSH, U.S. Centers for Disease Control and Prevention, the Harvard School of Public Health-Occupational Health Program, and the Harvard/NIOSH Education and Research Center. For more information, contact George Conway at (907) 271-1390 or Jennifer Lincoln at (907) 271-2382. [JSHQ](#)

# Mark Your Calendar

## OSHA Training Institute Schedule

### *121 Introduction to Industrial Hygiene for Safety Personnel*

Introduces the general concepts of industrial hygiene including the recognition of common health hazards, such as air contaminants and noise, hazard evaluation through screening and sampling, control methods for health hazards, including ventilation and personal protective equipment, and criteria for referral to industrial hygiene personnel.

Tuition: \$1,200  
Dates: 10/24/00 - 11/03/00

### *201 Hazardous Materials*

Covers OSHA general industry standards and consensus and proprietary standards relating to hazardous materials, such as flammable and combustible liquids, compressed gases, LP-gas, cryogenic liquids, anhydrous ammonia, and explosives.

Tuition: \$912  
Dates: 12/14/00 - 12/22/00

### *203 Basic Electrical Principles*

Introduces the basic principles of electricity including Ohm's law, series and parallel circuits, and adverse affects of electricity on the human body. Also focuses on recognizing electrical hazards, OSHA's electrical standards, appropriate inspection procedures, and training in various types of electrical test equipment. Intended for newly hired federal and state compliance personnel.

Tuition: \$480  
Dates: 11/14/00 - 11/17/00

### *204A Machinery and Machine Guarding Standards*

Presents various types of common machinery and related safety standards. Provides guidance on the hazards associated with various kinds of machinery and the control of hazardous energy sources (lockout/tagout).

Tuition: \$624  
Dates: 10/30/00 - 11/03/00

### *207A Fire Protection and Life Safety*

Introduces recognizing potential fire hazards and emergency procedures including the chemistry of fire, types and effectiveness of extinguishing agents, means of egress, detection and alarm systems, fire brigades, fire prevention plans and the Life Safety Code (NFPA 101).

Tuition: \$624  
Dates: 12/18/00 - 12/22/00

### *222A Respiratory Protection*

Covers requirements for establishing, maintaining, and monitoring a respirator program. Includes terminologies, OSHA standards, NIOSH certifications, and medical evaluation recommendations.

Tuition: \$480  
Dates: 11/28/00 - 12/01/00

### *226 Permit-Required Confined Space Entry*

Provides "how-to" on recognizing, evaluating, preventing, and abating safety and health hazards associated with permit-required confined space entry. Includes recognition of confined space hazards, basic information about instruments used to evaluate atmospheres' hazards, and general permit space ventilation techniques.

Tuition: \$480  
Dates: 11/14/00 - 11/17/00

### *234 Biohazards*

Teaches health and safety professionals to recognize, evaluate, and control biological hazards during occupational exposure. Course stresses work practices, personal protective equipment, control techniques, recognized pathogens, and currently applicable OSHA standards.

Tuition: \$480  
Dates: 12/12/00 - 12/15/00

### *245 Evaluation of Safety and Health Programs*

Assesses safety and health programs, emphasizing techniques to evaluate their thoroughness and effectiveness, including applying OSHA safety and health program guidelines, policies, related directives, and the field manual. Limited to federal OSHA, state 18(b) and 21(d) consultation personnel, and current voluntary protection program participants.

Tuition: \$480  
Dates: 10/17/00 - 10/20/00

### *300 Safety and Health for Oil and Gas Well Operations*

Focuses on the safety and health of on- and off-shore oil and gas well operations including processes, terms, equipment and materials, and special hazards. Covers oil drilling equipment and operations such as making up and breaking out pipe drilling joints, throwing the spinning chain, placing and removing drilling pipe, and working from the derrick.

Tuition: \$480

Dates: 11/14/00 - 11/17/00

### *322 Applied Welding Principles*

Increases the students' knowledge of welding operations including oxyacetylene, MIG, TIG, and open arc; proper use of each; personal protective equipment; safety and health hazard recognition and control; and OSHA requirements.

Tuition: \$480

Dates: 11/28/00 - 12/01/00

### *500 Trainer Course in Occupational Safety and Health Standards for the Construction Industry*

Prepares students in the private sector for teaching the 10- and 30-hour construction safety and health outreach program. Course covers effective instructional approaches and the effective use of visual aids and handouts.

Tuition: \$624

Dates: 10/30/00 - 11/03/00



### *501 Trainer Course in Occupational Safety and Health Standards for General Industry*

Teaches how the provisions of the OSH Act may be implemented in the workplace, including rights and responsibilities under the OSH Act, the appeals process, and recordkeeping. Introduces OSHA's general industry standards and provides an overview of the requirements of most frequently referenced standards. Allows students to become trainers in the Outreach Program and to conduct both a 10- and 30-hour general industry course.

Tuition: \$624

Dates: 10/16/00 - 10/20/00

### *502 Update for Construction Industry Outreach Trainers*

Provides an update on OSHA construction standards, policies, and regulations.

Tuition: \$432

Dates: 11/14/00 - 11/16/00

### *510 Occupational Safety and Health Standards for the Construction Industry*

Covers OSHA policies, procedures, and standards as well as construction safety and health principles with an emphasis on those areas that are most hazardous.

Tuition: \$624

Dates: 10/16/00 - 10/20/00

To register for courses or to obtain a training catalog, write the OSHA Training Institute, 1555 Times Drive, Des Plaines, IL 60018; or call (847) 297-4913. See also **Outreach, Training** on OSHA's website at [www.osha.gov](http://www.osha.gov).

The OSHA Training Institute also has a program for other institutions to conduct OSHA courses for the private sector and federal agencies. These include Eastern Michigan University/United Auto Workers, Ypsilanti, MI (800) 932-8689; Georgia Technological Research Institute, Atlanta, GA, (800) 653-3629; Great Lakes OSHA Training Consortium, St. Paul, MN, (800) 493-2060; Keene State College, Manchester, NH, (800) 449-6742; Metropolitan Community Colleges—Business and Technology

Center, Kansas City, MO, (800) 841-7158; National Resource Center for OSHA Training, Washington, DC, (800) 367-6724; National Safety Education Center, DeKalb, IL, (800) 656-5317; Niagara County Community College, Lockport, NY, (800) 280-6742; Red Rocks Community College and Trinidad State Junior College, Lakewood, CO, (800) 933-8394; Texas Engineering Extension Service, Mesquite, TX, (800) 723-3811; University of California, San Diego, CA, (800) 358-9206; and Univer-

sity of Washington, Seattle, WA, (800) 326-7568.

For tuition rates and registration information, contact the institution offering the courses and see also OSHA's website at [www.osha.gov](http://www.osha.gov). For alternate course locations noted in parentheses, please contact the institution for more information.

Editor's Note: A new category—Online Courses—has been added to this list. The dates for these courses are marked with an asterisk (\*). Contact the designated institution for more information.



### *201A Hazardous Materials*

Location: Eastern Michigan United Auto Workers (Livonia, MI)	Dates: 10/24/00 - 10/27/00 11/01/00*
Location: Niagara County Community College	Dates: 12/04/00 - 12/07/00
Location: Red Rocks Community College/Trinidad State Junior College	Dates: 11/27/00 - 11/30/00

### *204A Machinery and Machine Guarding Standards*

Location: Metropolitan Community Colleges—Business and Technology Center	Dates: 11/13/00 - 11/16/00
Location: Niagara County Community College	Dates: 10/16/00 - 10/19/00
Location: Red Rocks Community College/Trinidad State Junior College	Dates: 10/02/00 - 10/05/00
Location: Texas Engineering Extension Service (Houston, TX)	Dates: 11/13/00 - 11/16/00
Location: University of California, San Diego	Dates: 10/09/00 - 10/12/00

### *222A Respiratory Protection*

Location: Georgia Technological Research Institute	Dates: 10/17/00 - 10/19/00
Location: Great Lakes OSHA Training Consortium (St. Paul, MN)	Dates: 11/08/00 - 11/10/00
Location: Metropolitan Community Colleges—Business and Technology Center	Dates: 10/16/00 - 10/19/00
Location: Niagara County Community College	Dates: 11/13/00 - 11/16/00
Location: Red Rocks Community College/Trinidad State Junior College	Dates: 10/31/00 - 11/03/00



## *225 Principles of Ergonomics Applied to Work-Related Musculoskeletal and Nerve Disorders*

Location: Eastern Michigan United Auto Workers (Livonia, MI)	Dates: 11/13/00 - 11/15/00 11/01/00*
Location: Metropolitan Community Colleges—Business and Technology Center	Dates: 11/27/00 - 11/30/00
Location: Niagara County Community College	Dates: 10/30/00 - 11/02/00
Location: University of Washington (Seattle, WA)	Dates: 12/04/00 - 12/06/00

## *226 Permit-Required Confined Space Entry*

Location: Eastern Michigan United Auto Workers (Livonia, MI)	Dates: 11/29/00 - 12/01/00
Location: Metropolitan Community Colleges—Business and Technology Center	Dates: 10/02/00 - 10/04/00
Location: Niagara County Community College	Dates: 10/23/00 - 10/26/00
Location: Red Rocks Community College/Trinidad State Junior College	Dates: 11/20/00 - 11/22/00
Location: Texas Engineering Extension Service (Mesquite, TX)	Dates: 11/06/00 - 11/08/00
Location: University of California, San Diego	Dates: 12/11/00 - 12/13/00

## *301 Excavation, Trenching, and Soil Mechanics*

Location: Texas Engineering Extension Service (Mesquite, TX)	Dates: 11/27/00 - 11/29/00
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## *309A Electrical Standards*

Location: Eastern Michigan United Auto Workers (Livonia, MI)	Dates: 10/24/00 - 10/27/00
Location: Great Lakes OSHA Training Consortium (Cincinnati, OH)	Dates: 10/31/00 - 11/03/00
Location: Metropolitan Community Colleges—Business and Technology Center	Dates: 11/06/00 - 11/09/00
Location: Niagara County Community College	Dates: 12/18/00 - 12/21/00





### *500 Trainer Course in Occupational Safety and Health Standards for the Construction Industry*

Location: Eastern Michigan United Auto Workers (Findlay, OH)	Dates: 10/17/00 - 10/18/00
Location: Georgia Technological Research Institute	Dates: 10/30/00 - 11/03/00
Location: Metropolitan Community Colleges—Business and Technology Center	Dates: 10/23/00 - 10/26/00
Location: National Resource Center for OSHA Training (Morgantown, WV)	Dates: 10/16/00 - 10/19/00
Location: Niagara County Community College	Dates: 10/10/00 - 10/13/00
Location: National Safety Education Center	Dates: 10/09/00 - 10/13/00
Location: Red Rocks Community College/Trinidad State Junior College	Dates: 10/09/00 - 10/12/00
Location: Texas Engineering Extension Service (Mesquite, TX)	Dates: 10/02/00 - 10/06/00
Location: University of California, San Diego (Las Vegas, NV)	Dates: 10/02/00 - 10/05/00
Location: University of Washington (Seattle, WA)	Dates: 11/06/00 - 11/09/00

### *501 Trainer Course in Occupational Safety and Health Standards for General Industry*

Location: Eastern Michigan United Auto Workers (Ypsilanti, MI)	Dates: 10/10/00 - 10/13/00
Location: Georgia Technological Research Institute (Charlotte, NC)	Dates: 10/09/00 - 10/13/00
Location: Great Lakes OSHA Training Consortium (Winona, WI)	Dates: 11/28/00 - 12/01/00
Location: Keene State College	Dates: 10/16/00 - 10/20/00
Location: Metropolitan Community Colleges—Business and Technology Center	Dates: 12/04/00 - 12/07/00
Location: National Resource Center for OSHA Training (Huntington, WV)	Dates: 10/23/00 - 10/26/00





Location: National Safety Education Center (Appleton, WI)	Dates: 10/23/00 - 10/27/00
Location: Niagara County Community College	Dates: 10/02/00 - 10/05/00
Location: Red Rocks Community College/Trinidad State Junior College	Dates: 10/16/00 - 10/19/00
Location: Texas Engineering Extension Service (Mesquite, TX)	Dates: 10/02/00 - 10/06/00
Location: University of California, San Diego (Las Vegas, NV)	Dates: 10/30/00 - 11/02/00
Location: University of Washington (Seattle, WA)	Dates: 11/13/00 - 11/16/00

### *502 Update for Construction Industry Outreach Trainers*

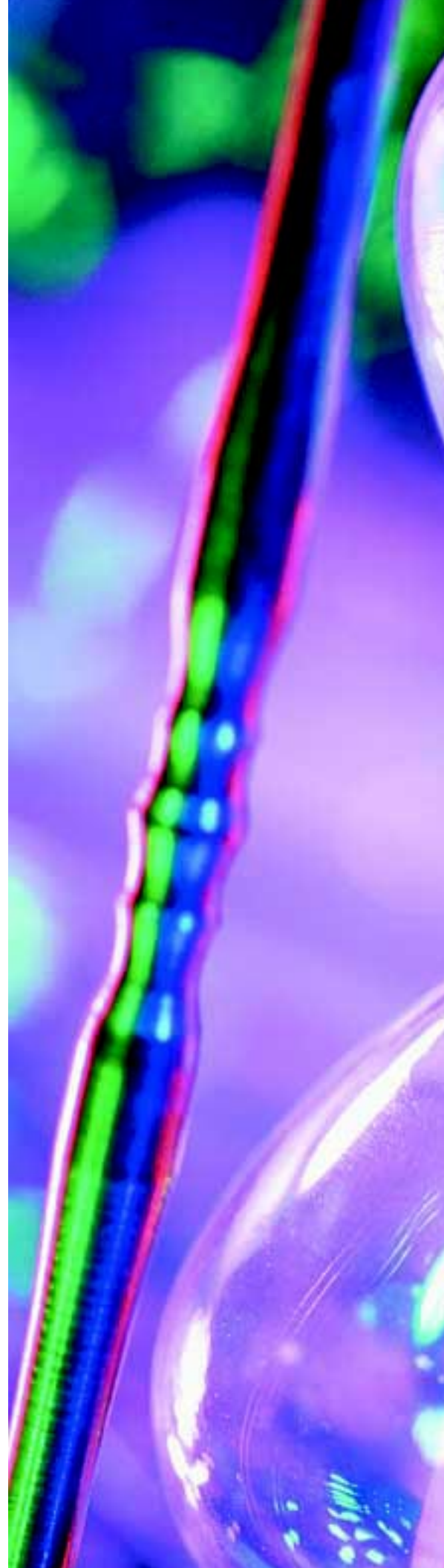
Location: Eastern Michigan United Auto Workers	Dates: 11/01/00*
Location: Great Lakes OSHA Training Consortium (Cincinnati, OH)	Dates: 10/09/00 - 10/11/00
Location: Keene State College	Dates: 11/08/00 - 11/10/00
Location: Metropolitan Community Colleges—Business and Technology Center	Dates: 11/27/00 - 11/30/00
Location: National Resource Center for OSHA Training (Morgantown, WV)	Dates: 12/11/00 - 12/13/00
Location: National Safety Education Center (Hillside, IL)	Dates: 11/28/00 - 11/30/00
Location: Niagara County Community College	Dates: 11/07/00 - 11/09/00
Location: Red Rocks Community College/Trinidad State Junior College	Dates: 11/13/00 - 11/15/00
Location: Texas Engineering Extension Service (Mesquite, TX)	Dates: 10/02/00 - 10/04/00
Location: University of California, San Diego	Dates: 10/11/00 - 10/13/00

### *503 Update for General Industry Outreach Trainers*

Location: Eastern Michigan United Auto Workers	Dates: 11/01/00*
Location: Georgia Technological Research Institute	Dates: 11/28/00 - 11/30/00
Location: Keene State College (Springfield, MA)	Dates: 10/04/00 - 10/06/00
Location: Metropolitan Community Colleges—Business and Technology Center	Dates: 10/02/00 - 10/04/00
Location: National Resource Center for OSHA Training (Morgantown, WV)	Dates: 11/01/00 - 11/03/00
Location: National Safety Education Center (Elgin, IL)	Dates: 10/17/00 - 10/19/00
Location: Niagara County Community College	Dates: 11/15/00 - 11/17/00
Location: Red Rocks Community College/Trinidad State Junior College	Dates: 11/15/00 - 11/17/00
Location: Texas Engineering Extension Service (Mesquite, TX)	Dates: 10/02/00 - 10/04/00
Location: University of California, San Diego	Dates: 10/16/00 - 10/18/00

### *510 Occupational Safety and Health Standards for the Construction Industry*

Location: Eastern Michigan United Auto Workers (Livonia, MI)	Dates: 11/07/00 - 11/10/00
Location: Georgia Technological Research Institute	Dates: 10/23/00 - 10/27/00
Location: Great Lakes OSHA Training Consortium	Dates: 11/28/00 - 12/01/00
Location: Keene State College	Dates: 10/23/00 - 10/27/00
Location: Metropolitan Community Colleges—Business and Technology Center	Dates: 11/13/00 - 11/16/00
Location: National Resource Center for OSHA Training (Silver Spring, MD)	Dates: 10/23/00 - 10/26/00
Location: National Safety Education Center (Hillside, IL)	Dates: 11/06/00 - 11/10/00
Location: Niagara County Community College	Dates: 10/23/00 - 10/26/00





Location: Red Rocks Community College/Trinidad State Junior College	Dates: 10/23/00 - 10/26/00
Location: Texas Engineering Extension Service (Houston, TX)	Dates: 10/23/00 - 11/09/00
Location: University of California, San Diego	Dates: 11/06/00 - 11/09/00
Location: University of Washington (Seattle, WA)	Dates: 10/09/00 - 10/12/00

### *521 OSHA Guide to Industrial Hygiene*

Location: Eastern Michigan United Auto Workers (Livonia, MI)	Dates: 10/16/00 - 10/19/00
Location: Metropolitan Community Colleges—Business and Technology Center	Dates: 11/13/00 - 11/16/00
Location: National Safety Education Center (Hoffman Estates, IL)	Dates: 10/30/00 - 11/03/00
Location: Niagara County Community College	Dates: 12/11/00 - 12/14/00
Location: Texas Engineering Extension Service (Austin, TX)	Dates: 10/23/00 - 10/26/00
Location: University of California, San Diego	Dates: 10/02/00 - 10/05/00
Location: University of Washington (Seattle, WA)	Dates: 10/23/00 - 10/26/00

### *600 Collateral Duty Course for Other Federal Agencies*

Location: Metropolitan Community Colleges—Business and Technology Center	Dates: 12/04/00 - 12/07/00
Location: Niagara County Community College	Dates: 12/18/00 - 12/21/00
Location: University of California, San Diego <a href="#">JSHQ</a>	Dates: 12/11/00 - 12/14/00



# OSHA's Strategic Partnership Program:

## Protecting Workers, Transforming Relationships

by Judith Weinberg,  
Christopher Warren,  
and Audie Woolsey

Are you a business owner, manager, or worker facing serious hazards at your worksite? Are you looking for help? Time was, when a group of employers recognized a serious workplace safety and health problem jeopardizing their employees, the last person they would likely call for assistance was the local OSHA representative. When OSHA identified an industry-wide problem, it normally would respond by sending compliance officers to the worksites, prepared to uncover violations of OSHA standards and to issue citations and propose penalties.

Times have changed. OSHA continues an enforcement program that focuses on worksites and industries with the highest injury and illness rates. But the agency also is committed to a complementary approach to protecting workers that is winning supporters across the private sector.

OSHA's Strategic Partnership Program (OSPP), the newest addition to the agency's expanding family of cooperative programs,<sup>1</sup>

seeks to bring together willing employer groups, labor unions, and OSHA in a voluntary, cooperative problem-solving relationship.

"Partnership programs emphasize sustained efforts and continuing results," Assistant Secretary of Labor Charles N. Jeffress says. "They are key to leveraging federal resources and expanding the use of best practices in occupational safety and health," he adds.

Individual partnerships created within the program are not intended as quick fixes. Typically, partners agree to work together for 2 to 3 years, creating solutions that will continue to work long after the formal relationship ends.

The program officially began November 13, 1998, when Jeffress signed a policy directive entitled "OSHA Strategic Partnerships for Worker Safety and Health." Now, less than 2 years later, the agency has 70 partnerships with more than 4,600 employers and 108,000 workers. And OSHA is receiving a lot of positive feedback attesting to the viability of this approach.

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<sup>1</sup> The OSHA Consultation Program and the Voluntary Protection Programs are long-running, highly successful cooperative programs.

# A Sampling of OSHA Partnerships

## *Maine Safe Logging 2000*

Three hundred employers and their 3,000 employees are working with OSHA to reduce fatalities and serious injuries in Maine's logging industry and to develop effective safety and health programs.

## *New Jersey Pilot Silica Partnership*

OSHA, the New Jersey Department of Transportation, the New Jersey Department of Health and Senior Services, the New Jersey Department of Labor, the Utilities and Transportation Contractors Association-New Jersey, the Laborers International Health and Safety Fund, Laborers Locals 172 & 472, the National Institute for Occupational Safety and Health (NIOSH), and several major highway construction contractors and their employees are using partnership to identify and control silica hazards in the heavy highway construction industry and raise employer and employee awareness about this hazard throughout the state. The partnership emphasizes the identification of feasible engineering controls, respiratory protection, establishment of historical exposure data, and the logistics associated with supplying respiratory protection to a transient and changing work force.

## *Metro Marine*

This agreement between OSHA, Metro Machine Company, International Brotherhood of Boilermakers, Local 2000, and Delaware County (PA) Community College aims to prevent fatalities and other injuries related to ship disposal in Philadelphia, PA.

## *Pittsburgh OSHA / MBA / PBCTC Construction Partnership*

The Master Builder's Association of Western PA, Inc., the Pittsburgh Building and Construction Trades Council, and OSHA are working together to reduce lost-workday injury and illness rates, improve the overall safety and health performance of participating contractors, leverage resources, and recognize exemplary partnering contractors.

## *NPS - Sleeping Bear Dunes National Lakeshore*

Among OSHA's 10 partnerships with the National Park Service is Sleeping Bear Dunes National Lakeshore in Michigan. Managers and employees are working together to develop and implement an effective safety and health program, promote safety awareness and education, encourage employee participation in hazard identification and abatement, reduce the lost-time case rate significantly, and establish a system of accountability for safety and health. The ultimate goal of the partnership is to reduce injuries and illnesses among Park Service employees in this beautiful, but often hazardous location for them.

## *Construction Stakeholders*

In this Fort Worth, TX, partnership, OSHA is working with the Homebuilders Association, Associated Building Contractors, Association of General Contractors, Iron Workers, Carpenters, and other unions, insurance companies, trade organizations, and the City of Fort Worth. The effort

targets small construction employers and seeks to reduce the high number of fatalities and serious hazards of falls, electric shock, struck-bys, and caught-betweens. Activities include training, safety recognition programs, billboard advertisement, and semi-annual brainstorming sessions. Fall protection awareness has increased. And volunteer instructors provide a free 10-hour construction class monthly in both English and Spanish. More than 400 workers have been trained to date.

### *St. Louis PRIDE*

This major regional partnership effort, encompassing 1,000 employers and 25,000 employees, targets the four leading hazards in the St. Louis construction industry. Representatives from management, labor, and the government are cooperating to encourage St. Louis contractors to improve their safety and health performance, to assist contractors in their efforts to reach established goals, and to recognize those contractors with exemplary safety and health programs.

### *Pinon Management / RTW Colorado, Inc.*

OSHA, Colorado's Consultation Program, and insurance companies are partnering with this nursing home management group that covers 7 nursing homes and 507 employees. The focus is on reducing back injuries, sprains, strains, and workplace violence. The agreement calls for implementing effective safety and health programs, training employees, and evaluating the effort regularly.

### *Saipan Garment Manufacturing Association*

This partnership between OSHA and the Saipan Garment Manufacturing Association (SGMA) aims to eliminate the risk of catastrophic fires and prevent serious illnesses and injuries. Under the agreement, participating employers commit to develop and maintain formal written safety and health programs for their worksites and any associated staff housing. The partnership also calls for establishing a joint employer/employee safety and health committee.

### *Boise Logging*

The goal of this partnership is to reduce injuries and illnesses in Idaho's logging industry and to promote a cooperative relationship among Idaho industrial timberland owners, logging contractors, and OSHA. OSHA is providing technical assistance and outreach.

*Individual partnerships created within the program are not intended as quick fixes. Typically, partners agree to work together for 2 to 3 years, creating solutions that will continue to work long after the formal relationship ends.*

Partnering timberland owners agree to establish written safety and health procedures, provide safety and hazard recognition training, conduct and document site inspections and accident investigations, encourage employee involvement in worksite safety and health, and assure compliance with OSHA standards.

## Partnership Overview

In a Strategic Partnership, OSHA enters into an extended, voluntary, cooperative relationship with groups of employers (sometimes one large multi-site employer), employees, and, when applicable, the labor organizations representing the workers. OSHA's goal is to encourage, assist, and recognize the partners' efforts to eliminate serious workplace hazards and achieve a high level of worker safety and health. Other stakeholders are encouraged to join the



process, such as workers' compensation insurance providers, educational institutions, professional associations, state and local governments, and others who can contribute to partnership success.

OSHA and its partners together identify measurable goals, develop an action plan, and implement it cooperatively. This process can transform the relationship between OSHA and an employer or even an entire industry. In one project after another, former adversaries are recognizing that working together to solve workplace safety and health problems is to everyone's advantage.

OSHA Strategic Partnerships include two types—comprehensive and limited. **Comprehensive** partnerships help transform the way worker safety and health are managed at partnering sites. Each participating employer must commit to implementing in a timely manner an effective workplace safety and health program that consists of management leadership and employee involvement, hazard analysis, hazard prevention and control, safety and health training, and regular self-evaluation. Comprehensive partnerships contain core elements discussed in the OSHA partnership policy. See the sidebar below for a list of these core elements.

**Limited** partnerships typically focus on a particular workplace problem or other more restricted goal. For example, a limited partnership might focus on eliminating or controlling the most serious hazards in a particular industry. Some limited partnerships also require partners to establish comprehensive safety and health programs.

Active involvement of employees and union support at unionized worksites are important elements in all OSHA Strategic Partnerships. OSHA's experience with its Voluntary Protection Programs—which recognize the nation's safest worksites—has demonstrated the essential role workers play in identifying and preventing safety and health hazards.

Most of the worksites that have chosen to partner with OSHA are small businesses with an average work force of 39 employees. Exceptions are large employers such as ConAgra, which is working cooperatively with the United Food and Commercial Workers and OSHA to increase worker protection at eight of its sites.



The majority of the partnerships focus on areas of concern addressed in OSHA's Strategic Plan, such as silica and lead exposures and serious hazards in the nursing home, food processing, logging, and construction industries. OSHA also is especially interested in partnerships that seek to reduce amputations and the hazards of shipbuilding.

Other industries in which OSHA has partnerships include

- metal recycling,
- grain handling,
- oil and gas well servicing,
- automotive radiator repair,
- structural metal fabrication shops,
- fish processing,
- janitorial contractors, and
- telecommunication towers.

Participating unions include

- Laborers Union,
- Teamsters,
- Carpenters Union,
- AFGE,
- Roofers & Waterproofers,
- Iron Workers,
- Operating Engineers,
- United Food & Commercial Workers,
- Plumbers & Steamfitters, and
- American Federation of Grain Millers.

### *The Benefits of Partnering*

What one person cannot accomplish alone, many can accomplish together. By sharing skills, expertise, and limited resources, OSHA and its partners are working to produce the kinds of lasting, systemic changes that save lives and prevent injuries and illnesses. In the process, the barriers to trust and respect fade, and all parties benefit from a more productive, cooperative relationship.

### *The Core Elements of Strategic Partnership*

**Situation Analysis:** What is the problem? Is partnership an appropriate strategy?

**Identification of Partners:** Who is in a position to solve the problem?

**Partnership Goal:** What needs to happen?

**Leveraging:** Who brings what resources to the partnership?

**Safety and Health Programs:** Lots of work, big payoff. Are partners ready to take this step?

**Employee Involvement / Employee Rights:** How will workers be involved and their rights protected?

**Stakeholder Involvement:** Who else is concerned with the problem and ready to join forces?

**Measurement System:** How will success be measured?

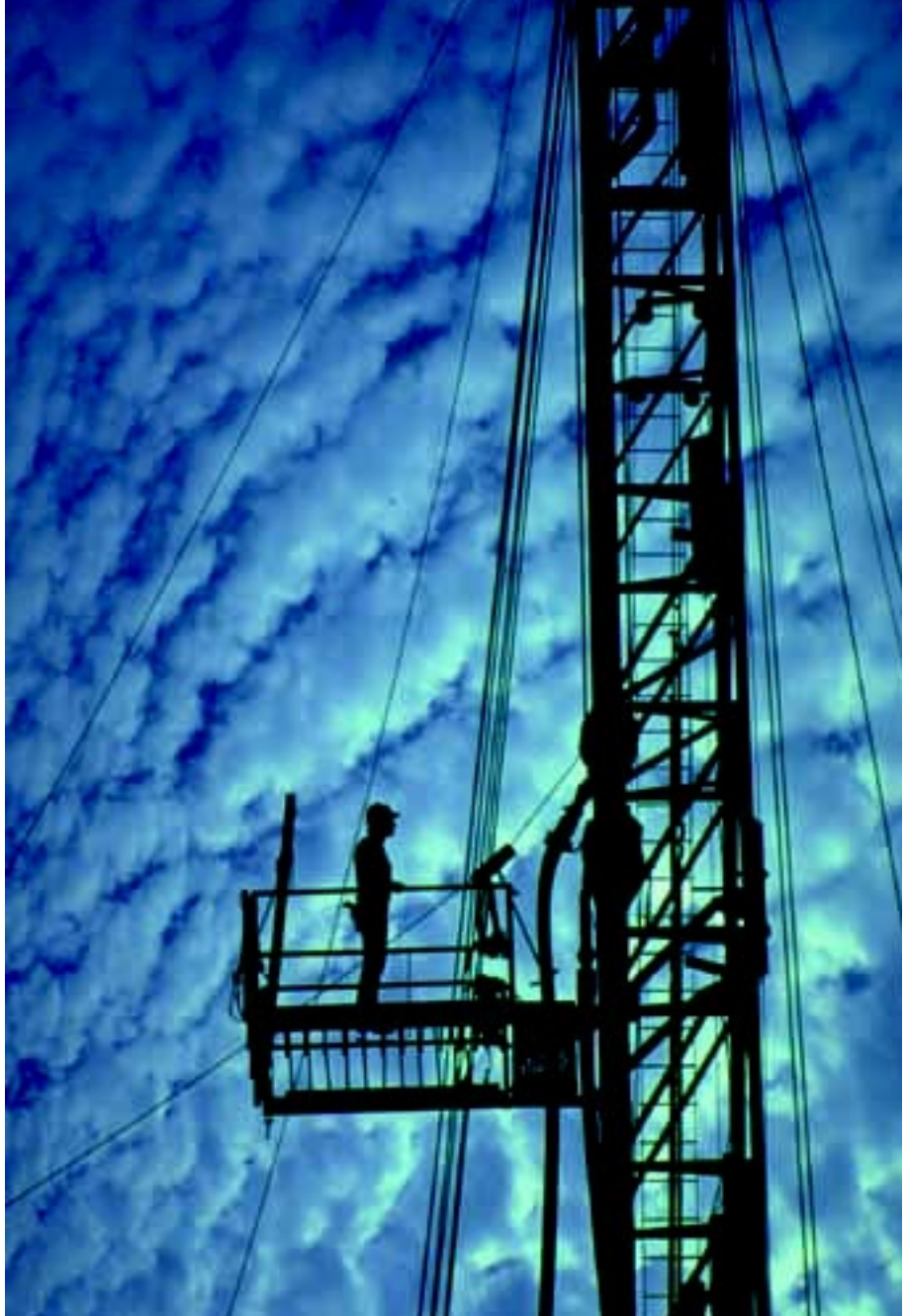
**Incentives:** What rewards are available?

**Verification:** How will partners' commitments be verified?

**Evaluation:** Who will perform the annual evaluation? What will it assess?

**Termination:** Under what circumstances can the agreement be terminated?

*By sharing skills, expertise, and limited resources, OSHA and its partners are working to produce the kinds of lasting, systemic changes that save lives and prevent injuries and illnesses.*



An OSPP can benefit workers by

- reducing risk of injury, illness, or death on the job;
- increasing practical safety and health knowledge and skills; and
- enhancing employee morale and quality of work life.

An OSPP can benefit employers by

- helping them develop practical skills to identify hazards, solve problems, and manage safety and health at their sites;
- helping them establish effective safety and health programs;

- reducing workers' compensation insurance, OSHA penalties, and other costs of injuries and illnesses;
- enabling them to pool their resources with industry colleagues;
- increasing productivity, enhancing employee morale, reducing absenteeism; and
- providing opportunities to help other businesses, the employer's industry, and the community.

An OSPP can benefit OSHA by

- enabling OSHA to increase its emphasis on serious hazards;

- solving problems on a large scale with groups of employers, in contrast to individual site-based strategies;
- providing a means to measure impact;
- offering opportunities to leverage the agency's limited resources; and
- producing models of effective, voluntary, cooperative compliance.

Rocky Turner, President of LPR Construction and also President of SESAC, the Steel Erectors Safety Association of Colorado—one of OSHA's earliest and longest running partnerships—cites an unexpected benefit. “At this stage, if you're a Denver area steel erector and you want to do work with reputable general contractors, then you have to be in SESAC,” Turner says. “Being in SESAC means you're pledged to the partnership's fall protection standards, to implementing an effective safety and health program, to making sure your workers know how to work safely, and are going to stick by the rules. As a result, steel erectors of all sizes continue to come into the partnership. It's become a way to level the playing field—you're committing resources to safety, but your competitors are too,” he adds.

Patricia K. Clark, OSHA Regional Administrator in Region II—where the New Jersey Pilot Silica Partnership operates—reiterates the idea that OSHA partnerships help institutionalize consistently applied safety rules throughout hazardous industries. She says the biggest compliance problem confronting the heavy highway construction industry in New Jersey was the uncertainty of when and where to expect significant crystalline silica exposure. So, the partnership set out to identify

the common tasks likely to create such exposure. Members of the partnership monitored these tasks under “real world” conditions to determine actual employee exposure. The results of this monitoring confirmed what had previously been presumed but never conclusively established. Common tasks such as jack hammering, cutting, milling, or drilling concrete and the associated clean-up did indeed overexpose employees to silica. This overexposure ranged from approximately 2 to 13 times the general industry permissible exposure limit.

The partnership distributed this new information statewide throughout the industry, but then went a dramatic step further. By successfully inserting strong silica hazard control language in all applicable New Jersey Department of Transportation contracts, the partnership institutionalized safety language into contracts, helping to level the playing field for all construction contractors during the bid process, and continually bringing the hazard of crystalline silica exposure to the attention of the industry. Clark says, “This partnership has had a dramatic impact on an industry that OSHA has had difficulty reaching through traditional means. One of our continuing goals is to find novel and effective ways to improve workplace safety and health.”

### *Promoting the OSPP Approach*

To give employers reason to come forward and participate, OSHA offers a variety of incentives, such as

- outreach, training, and other forms of technical assistance;
- free onsite consultation to qualifying worksites;
- inspections that focus on a site's most serious hazards;

- penalty reductions; and
- positive publicity and recognition.

Other incentives offered to some partnership participants include

- reduced workers' compensation premiums; and
- opportunities to share resources and expertise through training courses, safety and health program materials, and development assistance.

Understandably, many employers are particularly interested in the inspection provisions of partnerships. OSHA makes it clear that partnering employers remain subject to OSHA inspection and investigation procedures. That means that during an OSHA inspection of a partnering worksite, citations may be issued and penalties may be assessed for violations of standards, regulations, or the general duty clause. Partnering sites, however, may be eligible for

Associated General Contractors in Houston, TX—explains, “Our relationship with OSHA has never been better. They respect us for the very high standards we’ve set in the partnership. So when OSHA comes onto one of our sites, there’s no nitpicking. They recognize the effort we’re making, and we know they have an important job to do, too. We’re partners, not adversaries.”

OSHA does not offer its partners exemption from programmed inspections. This benefit continues to be available only to employers who qualify to participate in the Voluntary Protection Programs (VPP) and the OSHA Consultation Program’s Safety and Health Achievement Recognition Program (SHARP). If a partnering site has undergone an OSHA partnership verification visit within the previous 12 months, however, OSHA may choose to forego any programmed inspection of that site (and in some instances other sites operated by the employer) for a period of time. During these verification visits, OSHA determines whether a site is living up to the commitment it made when it entered the partnership.

*In one project after another, former adversaries are recognizing that working together to solve workplace safety and health problems is to everyone’s advantage.*

focused inspections as well as penalty reductions calculated according to agency procedures, including good-faith reductions for implementing an effective safety and health program.

Tommy Lee, Safety Director at W.S. Bellows—the first company to qualify under OSHA’s construction partnership with the

### *Making the Commitment*

The details of commitment vary from one partnership to the next and are spelled out in the written agreement the partners develop and sign. The agreement may include a commitment to conduct regular self-inspections, to provide safety and health training to workers and supervisors, and to take other specified steps toward reducing injuries and illnesses. Partners typically agree to provide “OSHA

200 Log” data and other information that will help the partnership gauge the progress of individual partners and the success of the overall effort. In many OSPPs, partnering employers commit to establishing an effective worksite safety and health program. In every partnership, employers reaffirm their commitment to comply with the requirements of the *Occupational Safety and Health Act of 1970* and applicable OSHA standards.

### *Getting Started*

The impetus for a new partnership can come from almost any sector of the occupational safety and health community. Sometimes that means OSHA. Many partnerships begin when the agency determines that the OSPP’s cooperative problem-solving is an appropriate way to attack a prevalent hazard. Other partnerships get their start when an employer group or a labor union contacts OSHA, at either the area office, regional, or national office level, and asks to meet. This option gives employers’ and workers’ an advantage because at this very early stage, their perspective—their voice—is helping to shape the project. Whoever takes the first step, the primary partners ultimately will be employers, workers, and OSHA.

Although there are no hard and fast rules for developing a partnership, it makes sense to have an initial basic familiarity with the intent and requirements of the program. The agency’s OSPP policy document describes the program and is available on OSHA’s web page. Go to [www.osha.gov](http://www.osha.gov) and select the **Partnership** link. In each OSHA regional office, a Partnership Coordinator can provide

assistance and additional partnership materials and begin discussions.

The OSHA Strategic Partnership Program is proving that cooperation among management, labor, and government is not only desirable, but also attainable. Indeed times have changed. In communities across the nation, OSHA and its partners are meeting the

*In communities across the nation, OSHA and its partners are meeting the challenge to find novel and effective ways to better protect America’s working men and women.*

challenge to find novel and effective ways to better protect America’s working men and women. JSHQ

*Weinberg and Woolsey are program analysts and Warren is a safety specialist in OSHA’s Division of Voluntary Programs, Directorate of Federal-State Operations, Washington, DC.*



Cooperation  
Under  
the Skies ...

# OSHA and FAA Work Together to Better Protect Flight Attendants

by Kerri L. Lawrence

OSHA and the Federal Aviation Administration (FAA) are pledging to cooperate to make the skies safer for flight attendants through improved working conditions. Historically, FAA has been responsible for their safety. Through a recent memorandum of understanding (MOU) between OSHA and FAA, the two agencies will study how to best regulate flight attendant safety while aircraft are in operation.

“OSHA welcomes the opportunity to work more closely with the FAA to address safety and health issues of concern for flight attendants. We believe that a number of OSHA rules will be applicable during aircraft operation, and both airlines and flight attendants will benefit,” says OSHA Administrator Charles N. Jeffress.

As a first step, the two agencies are forming a team to review OSHA standards and regulations

on recordkeeping, bloodborne pathogens, noise, sanitation, hazard communication, and access to employee exposure and medical records as well as whistleblower protections. The joint team is to report its findings on applicability of these OSHA requirements by December 6, 2000.

Based upon the recommendations of the joint team, FAA will issue a proposed new policy statement on applying OSHA rules to flight attendant safety and health and will request public comment. In turn, OSHA has agreed to consult with the FAA before proposing a standard that would apply to flight attendants to determine whether aviation safety would be compromised.

In 1975, as permitted under the *Occupational Safety and Health Act of 1970*, the FAA asserted authority over the safety and health of aircraft crew members. In its July 10, 1975 *Federal Register* notice, the

FAA stated that “every factor affecting the safe and healthy working conditions of aircraft crew members involves matters inseparably related to the FAA’s occupational safety and health responsibilities.” The new agreement recognizes that regulations could be applicable to flight attendant safety while the aircraft is in operation without compromising aviation safety.

Under the MOU, OSHA will continue to enforce its standards and regulations for other aviation industry employees, such as maintenance and ground support personnel. FAA will continue to cover the flight deck crew, including pilots and co-pilots.

OSHA’s Jeffress and FAA Administrator Jane F. Garvey formally signed the agreement in a ceremony held at the Department of Labor on August 7, 2000. A copy of the MOU is available on OSHA’s website under **What’s New** or through the subject index under Memorandums of Understanding. [JSHQ](#)

*Lawrence is Managing Editor of **Job Safety & Health Quarterly** and a writer-editor in OSHA’s Office of Public Affairs, Washington, DC.*





# Data Initiative and Site-Specific Targeting

by Helen Hoban Rogers and Mary K. Scheuermann

Since its creation, OSHA has had one mission: sending each and every worker home whole and healthy every day. And although that mission has remained the same over the years, approaches have changed as to how the agency can best achieve this goal. In recent years, OSHA's focus has been on outreach—working with employers and employees to ensure that workplaces are safe and employees are healthy. In that endeavor, partnerships and programs such as the Voluntary Protection Programs (VPP) and the state Consultation Programs have proven very successful.

The agency also recognizes, however, that it must continue to enforce the standards and regulations it has created—predominantly through inspections. In an effort to combine the successful outreach programs with the need for inspections and enforcement, OSHA created programs like the site-specific targeting inspection program (known as the SST) and the 13,000 employer-letters outreach project with the same goal in mind: protecting America's work force.

## *OSHA's Data Initiative*

Since 1996, OSHA has been using the Data Initiative—also known as the Data Survey—to collect data from employers to better target high-risk industries. The Data Initiative gives OSHA a targeting tool it never had before: the ability to determine each worksite's lost-workday injury and illness (LWDII) rate.<sup>1</sup>

*OSHA is now well into its second year of using its site-specific targeting inspection program for comprehensive programmed inspections in non-construction industries.*

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<sup>1</sup>Lost-workday injury and illness (LWDII) rate: This includes cases involving days away from work and restricted work activity and is calculated based on  $(N/EH) \times (200,000)$  where N is the number of lost-workdays, injuries, and illnesses combined, EH is the total number of hours worked by all workers during the calendar year, and 200,000 is the base for 100 full-time equivalent workers. For example: If workers of an establishment (including management, temporary, and leased workers) worked 645,089 hours at their worksite and the worksite had 22 lost-workday injuries and illnesses from the OSHA 200 (totals in columns 2 and 9), the LWDII rate would be  $(22/645,089) \times (200,000) = 6.8$ .

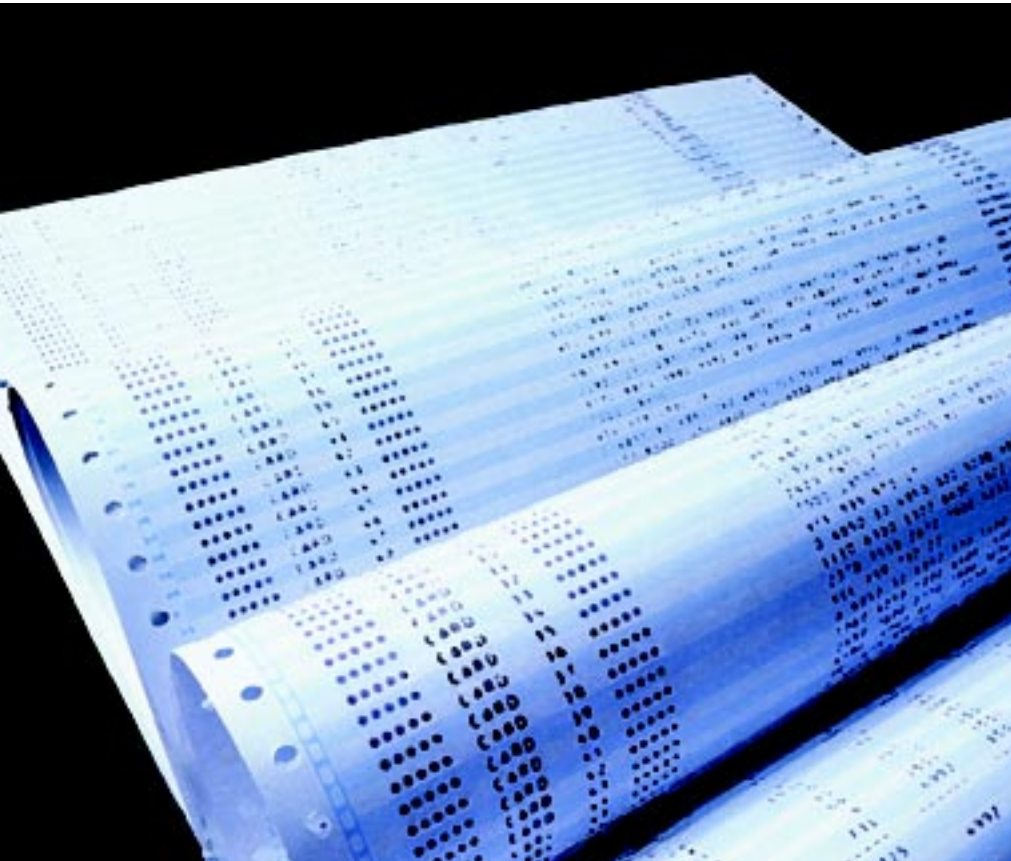
Before the Data Initiative, OSHA targeted its compliance efforts towards entire industries, relying on generic industry-based data to determine where to focus its enforcement program and outreach efforts. And although industry data have been extremely useful for identifying categories of problems (e.g., specific industries and occupations at risk), it was not the most efficient use of the agency's resources. Aggregation of data by industry masked the experience of individual employers. OSHA would not know until it arrived at an employer's facility whether the employer had a high injury and illness rate, only that the employer was in a high-rate industry.

In early 1996, OSHA established the Data Initiative so the agency could focus on those establishments with serious safety and health problems. Each year thereafter, OSHA has sent its data survey form (the "OSHA Occupational Injury and Illness Data Collection Form") to approximately 80,000 non-construction establishments, requesting from each employer the average number of employees who worked for the employer during the prior calendar year, and the total hours the employees worked during the prior year. To verify the accuracy of the information submitted, OSHA selects a sampling of employers to audit.<sup>2</sup>

Also, OSHA amended its recordkeeping regulation in 1997 to clarify the agency's authority to request that employers send the data survey to OSHA by mail or electronic means.<sup>3</sup>

### *Cooperative Compliance Program (CCP)*

The first use of site-specific information from OSHA's Data Initiative began in November 1997 with the Cooperative Compliance Program (CCP) and High-Rate Targeting Program. This program incorporated a cooperative



<sup>2</sup>OSHA established an audit program to assess and monitor the quality of employer injury and illness recordkeeping nationwide. It is an integral part of the OSHA Data Initiative. When OSHA implemented the Data Initiative Collection System, it recognized the need to ensure the accuracy of the collected data. Under the audit program, OSHA conducts onsite audits of employer injury and illness records to verify the overall accuracy of source records, estimate the extent of employer compliance with the OSHA recordkeeping requirements, and assess the consistency between data on the employer's log and data submitted to the agency under the Data Initiative.

<sup>3</sup>See *Title 29, Code of Federal Regulations, Part 1910.17.*

element under which most of the establishments targeted for inspection would first be offered an opportunity to partner with OSHA to develop a better workplace safety and health program. Several industry groups legally challenged the CCP program. In 1998, OSHA cancelled it and began the SST.

### *Site-Specific Targeting*

OSHA is now well into its second year of using its site-specific targeting inspection program for comprehensive programmed inspections in non-construction industries. Although the agency's special emphasis programs<sup>4</sup> continue to comprise the majority of OSHA's programmed inspections, the site-specific targeting inspections play an important role in OSHA's overall enforcement strategy. Programmed inspections target an industry or type of workplace for investigation, rather than responding to an employee complaint, fatality report, or other situation, known as unprogrammed inspections.

During calendar year 1999, Federal OSHA inspections totaled more than 36,000 nationwide. Of these, more than 17,000 (47 percent) were programmed inspections, and about 2,900 (17 percent) of these were under the SST.

OSHA implemented the SST inspection plan in April 1999. This program was followed by the Site-Specific Targeting 2000 plan

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<sup>4</sup>Special emphasis programs include National Emphasis Programs (NEPs) and Local Emphasis Programs (LEPs), which target a particular industry (e.g., auto body shops, logging, metal forging and metal stamping, woodworking, warehousing, or steel erection), or a variety of jobs with a particular hazard (e.g., lead, silica, methylene chloride, amputations, carbon monoxide, falls, or grain handling).



that began in February 2000.<sup>5</sup> From the information submitted by employers in the Data Initiative, OSHA determines what the LWDII cut-off rate will be for the site-specific targeting inspections based on the number of such inspections the agency anticipates it will be able to conduct during the year. The 1999 program initially targeted those workplaces with an LWDII rate above 16.0 (more than 2,200 workplaces). The 2000 program initially targets workplaces with a LWDII rate above 14.0 (about 4,200 workplaces). To put this in perspective, the national average LWDII rate for 1997 and 1998 was about 3.0—that is, a workplace with approximately three injuries or illnesses resulting in lost-workdays for every 100 full-time workers.

Both the 1999 and 2000 programs used two inspection lists,

Each federal OSHA area office gets its own list of establishments in the primary targeting group and is expected to complete inspections of these establishments by year's end. If an area office needs additional establishments, then they use the supplemental list.

The inspections are not simple. Establishments selected for a site-specific inspection will receive both a comprehensive safety and a comprehensive health inspection. If a site has received a comprehensive safety inspection within the preceding year, however, then only the comprehensive health inspection will need to be conducted and vice versa. Occasionally, if an employer has been greatly improving its safety and health performance, a site-specific inspection may be a "records only" inspection. If the employer's LWDII rate, as calculated by the OSHA compliance officer during the inspection, shows the establishment to have a low LWDII rate for the last 2 consecutive years, then the compliance officer may confine the inspection to a review of the employer's safety and health records.

The SST and the Data Initiative allow OSHA to focus its most intense enforcement resources at those workplaces where hazards are greatest. The 2,200 establishments on the SST inspection list in 1999 had more than 100,000 lost-workday cases in calendar year 1997. The 4,200 establishments on the 2000 program's inspection list had almost 130,000 lost-workday cases in calendar year 1998. From April 1999 to August 2000, 11 percent

*A number of employers have written back to OSHA acknowledging that they share the agency's concern and are actively working on improving their programs.*

primary and supplemental. The first, or primary, targeting list has the establishments with an LWDII at or above 16.0 (in 1999) and 14.0 (in 2000), and the second, or supplemental, list has those establishments with a LWDII between 10.0 and 16.0 (in 1999) and between 8.0 and 14.0 (in 2000).

<sup>5</sup>The 1997 injury and illness data collected by the 1998 Data Initiative were used in the 1999 Site-Specific Targeting plan. Likewise, the 1998 data, collected by the 1999 Data Initiative, is currently being used for the 2000 Site-Specific Targeting plan.

of all general industry significant enforcement cases—where the total proposed penalties were \$100,000 or more—came from SST inspections.

### *Outreach Letters to High-Rate Employers*

In addition to supplying an inspection list for the 1999 and 2000 SST inspection plans, OSHA has used the Data Initiative during the past 2 years for outreach to high-rate employers. OSHA identified 12,500 employers in 1999 (13,000 in 2000) in federal jurisdiction with the highest injury and illness rates. OSHA sent these employers letters indicating the agency's concern about their high injury and illness rates and informing them of available services, such as the OSHA onsite consultation

program, that can be used to identify hazards and address occupational safety and health issues to help them reduce their rates. The employers who received the letters in 1999 had an LWDII rate of 10.0 or higher. The employers who received the letters in March 2000 had an LWDII rate of 8.0 or higher. This list is available on OSHA's website [www.osha-slc.gov/html/hot\\_5.html](http://www.osha-slc.gov/html/hot_5.html).

Although the lists of high-rate employers are drawn from information supplied by the Data Initiative, this outreach activity is separate from OSHA's enforcement effort. Getting a letter does not necessarily mean an employer is on one of OSHA's targeting lists. It simply means that both OSHA and the employer now know that the workplace's safety and health ef-

forts need attention. A number of employers have written back to OSHA acknowledging that they share the agency's concern and are actively working on improving their programs.

Through programs like the SST and the 13,000 employer-letters outreach initiative, OSHA continues encouraging employers to reduce injury and illness rates, to save lives, and to achieve the agency's mission of protecting America's work force each and every day. [JSHQ](#)

*Rogers is a safety specialist, and Scheuermann was a summer intern in OSHA's Directorate of Compliance Programs, Washington, DC.*



# Mammograms

Not just once, but for a lifetime



**T**he National Cancer Institute has free booklets about breast cancer screening. For answers to your questions about cancer and to order these publications, call NCI's Cancer Information Service at 1-800-4-CANCER (1-800-422-6237). Persons with TTY equipment, dial 1-800-332-8615.

Visit NCI's website for the patients, the public, and the mass media at <http://rex.nci.nih.gov>  
or NCI's main website at <http://www.nci.nih.gov>

## Protecting Yourself Against Harmful Sunlight

### Am I at Risk?

Did you know that the number of new cases of skin cancer, and the number of deaths caused by the most serious type of skin cancer are rapidly rising in the United States? This is particularly troubling since the numbers for most cancers have been declining. Sunlight is the main source of ultraviolet (UV) radiation known to damage the skin and to cause skin cancer. The amount of UV exposure depends on the strength of the light, the length of exposure, and whether the skin is protected. There are no safe UV rays or safe suntans. Sun exposure at any age can cause skin cancer. Your skin and eyes are most susceptible to sun damage. You need to be especially careful in the sun if you have

- numerous moles, irregular moles, or large moles;
- freckles or burn before tanning;
- fair skin, or blond, red, or light brown hair; or
- spend a lot of time outdoors.

Melanoma is the most serious type of skin cancer, and accounts for more than 75 percent of the deaths due to skin cancer. In addition to skin cancer, sun exposure can cause premature aging of the skin, wrinkles, cataracts, and other eye problems.

### How Do I Protect Myself from UV Radiation?

If you work outdoors, there are five important steps you can take to protect against UV radiation and skin cancer:

**1. Cover up.** Wear clothing to protect as much of your skin as possible. Wear clothing that does not transmit visible light. To determine if the clothing will protect you, try this test: Place your hand between the fabric and a light source. If you can see your hand through the fabric, the garment offers little protection against sun exposure.


**2. Use a sunscreen with an SPF of 15 or higher.** Experts recommend products with a Sun Protection Factor, or SPF, of at least 15. The SPF number represents the level of sunburn protection provided by the sunscreen. An SPF 15 blocks out 93 percent of the burning UV rays; an SPF 30 blocks out 97 percent of the burning UV rays. Products labeled “broad spectrum” block both UVB and UVA radiation. Both UVA and UVB contribute to skin cancer.

**3. Wear a hat.** A wide-brimmed hat is ideal because it protects the neck, ears, eyes, forehead, nose, and scalp. A baseball cap provides some protection for the front and top of the head, but not for the back of the neck or the ears where skin cancers commonly develop.

**4. Wear sunglasses that block UV rays.** UV-absorbent sunglasses can help protect your eyes from sun damage. Ideal sunglasses do not have to be expensive, but they should block 99 to 100 percent of UVA and UVB radiation. Check the label to make sure they do. Darker glasses are not necessarily the best. UV protection comes from an invisible chemical applied to the lenses, not from the color or darkness of the lenses.

**5. Limit direct sun exposure.** UV rays are most intense when the sun is high in the sky, between 10 AM and 4 PM. If you are unsure about the sun’s intensity, take the shadow test: If your shadow is shorter than you, the sun’s rays are the strongest. Seek shade whenever possible.

You may also want to check the UV Index for your area. The UV Index usually can be found in the local newspaper or on TV and radio news broadcasts. It gives the expected noon-time UV radiation reaching the earth’s surface on a scale of 1 to 10+. It is forecast daily for 58 cities. The higher



the number, the greater the exposure to UV radiation. The Index helps determine when to avoid sun exposure and when to take extra protective measures. (See [www.nws.noaa.gov/om/uvi.htm](http://www.nws.noaa.gov/om/uvi.htm) for more information.)

### *Should I Get Checked?*

**Yes. Skin cancers detected early can almost always be cured.**

The most important warning sign for skin cancer is a spot on the skin that is changing in size, shape, or color over a period of 1 month to 1-2 years. The most common skin cancers—basal cell and squamous cell—often take the form of a pale, wax-like, pearly nodule; a red scaly, sharply outlined patch; or a sore that does not heal; whereas melanoma often starts as a small, mole-like growth.

So it's important that you examine your body, and see a health care clinician if you find an unusual skin change.

Apply sunscreen liberally at least 15 minutes before going outside. Reapply every 2 hours or more frequently if you sweat a lot or are swimming.

Warning: Do not depend on sunscreens alone. Combine sunscreen with wide-brimmed hats, UV-protective sunglasses, and tightly woven clothing to increase your protection against UV radiation. [JSHQ](#)

## **How Can I Learn More About Preventing Skin Cancer?**

There are many websites with good information about preventing, detecting, and treating skin cancer, including the following:

American Cancer Society for melanoma and nonmelanoma skin cancers (scroll menu of common cancers) at [www.cancer.org](http://www.cancer.org), or call 1-800-ACS-2345.

Centers for Disease Control and Prevention, for various health materials including skin cancer at [www.cdc.gov/ChooseYourCover](http://www.cdc.gov/ChooseYourCover), or call 1-888-842-6355.

For more information on OSHA, visit the agency's website at [www.osha.gov](http://www.osha.gov), or call 1-800-321-OSHA or your nearest OSHA office. Tele-typewriter (TTY) number is (877) 889-5267.

Detach Here

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Reprint of U.S. Department of Labor, Occupational Safety and Health Administration's Publication, OSHA 3166. For a copy, write to the OSHA Publications Office, P.O. Box 37535, Washington, DC 20013-7535, call (202) 693-1988, or visit OSHA's website at [www.osha.gov](http://www.osha.gov).



# Lyme Disease facts

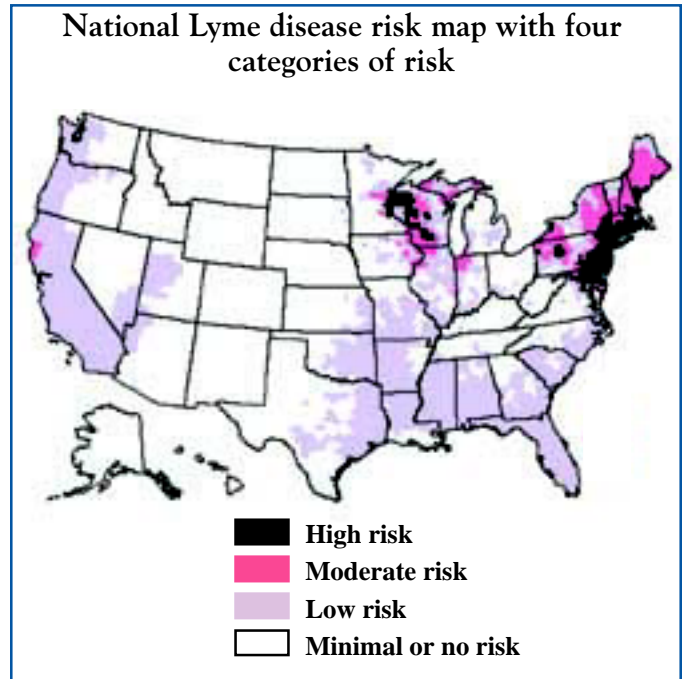
U.S. Department of Labor  
Occupational Safety and Health Administration

OSHA has published a hazard information bulletin (HIB) to provide guidance to people who reside in high or moderate risk areas in the United States and who are exposed to ticks during the course of their work and thus at risk of contracting Lyme disease.\* Examples of outdoor work that may be associated with increased risk of exposure to infected ticks include: construction work, landscaping, forestry, brush clearing, land surveying, farming, railroad work, oil field work, utility line work, and park and wildlife management.

The Centers for Disease Control and Prevention (CDC) has developed a national Lyme disease risk map\*\* in which CDC identified areas of the United States as minimal or no risk, low risk, moderate risk, or high risk for predicted Lyme disease. Areas at high or moderate risk include many counties in the Northeast U.S., some areas around the Great Lakes, and an area in Northern California. It is important that state and local health department authorities be consulted to determine risk in any given area, since risk can vary even within a county, and perhaps from year to year.

Lyme disease is caused by *Borrelia burgdorferi*, a bacterium carried in the gut of certain ticks. When these infected ticks attach to the human body (often in armpits, groin, scalp, or other hairy, hidden body areas), they slowly feed, and within 36-48 hours they may transmit *B. burgdorferi* to their human host. Young ticks are especially abundant and are seeking hosts in late spring and early summer, although adult ticks can transmit infection as well.

Although a majority of people with Lyme disease develop a "bull's-eye" rash, 20 to 40 percent of persons who have the disease do not have a rash. Other signs and symptoms may be non-specific and similar to flu symptoms (e.g., fever, lymph node swelling, neck



Note: This map demonstrates an approximate distribution of predicted Lyme disease risk in the United States. The true relative risk in any given county compared with other counties might differ from that shown here and might change from year to year.

stiffness, generalized fatigue, headaches, migrating joint aches, or muscle aches). Diagnosis is based on a history of known exposure and development of clinical signs and symptoms, with blood testing providing valuable supportive information. Most cases of Lyme disease can be successfully treated with antibiotics. It is very important that Lyme disease be diagnosed and treated with antibiotics, since untreated Lyme disease may result in symptoms (i.e., arthritis, muscle pain, heart disease, and brain and nerve disorders) that are severe, chronic, and disabling.

## Vaccine

LYMERix is approved by FDA for use in individuals 15-70 years old. This vaccine may kill *B. burgdorferi* in the tick gut by stimulating human antibody production. Three injections are given: an initial

\*See OSHA HIB 00-04 online at [www.osha.gov](http://www.osha.gov) or by calling your nearest OSHA office listed in the blue pages of your telephone directory.

\*\*"Recommendations for the Use of Lyme Disease Vaccine; Recommendations of the Advisory Committee on Immunization Practices (ACIP)." MMWR 6/4/1999, 48 (RR-7). [www.cdc.gov](http://www.cdc.gov).

injection, one a month later, and a third 1 year after the initial injection. Protection after the third dose is 76 percent for definite Lyme disease, 100 percent for asymptomatic infection. The Lyme disease vaccine should be considered for individuals in certain situations, (e.g. persons who reside in areas of high or moderate risk, and who engage in activities that result in frequent or prolonged exposures to tick habitats). It is not recommended for individuals with certain medical conditions. More information regarding the vaccine and its recommended use is contained in OSHA's Lyme disease HIB and on the CDC website at [www.cdc.gov](http://www.cdc.gov).

Workers at risk should be advised of the signs and symptoms of Lyme disease, as well as the primary and secondary preventive measures for this disease. Those who are at increased risk for Lyme disease should obtain medical advice regarding the applicability of the Lyme disease vaccine; those who have symptoms of suspected tick-borne infection should seek medical attention early. More detailed information regarding various aspects of Lyme disease prevention can be found on the CDC website at [www.cdc.gov](http://www.cdc.gov).

## Prevention of Lyme Disease

First line of defense is decreasing the probability of tick bites.\*\*\* Ticks can be vectors of other infections, in addition to Lyme disease.

- Avoidance of tick habitat (brushy, overgrown grassy, and woody areas) particularly in spring and early summer when young ticks feed.
- Removal of leaves, tall grass, and brush from areas around work areas or residential areas to decrease tick as well as host (deer and rodent) habitat.
- Application of tick-toxic chemicals to surrounding work or residential areas in accordance with federal, state, and local regulations and community standards.

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\*\*\*"Recommendations for the Use of Lyme Disease Vaccine; Recommendations of the Advisory Committee on Immunization Practices (ACIP)." MMWR 6/4/1999, 48 (RR-7). [www.cdc.gov](http://www.cdc.gov).

## Personal Protection

- Wearing light-colored clothing (to more easily see ticks.)
- Wearing long-sleeved shirts, tucking pant legs into socks or boots (delays ticks from reaching skin so they can be more easily found before attaching.)
- Wearing high boots or closed shoes covering the entire foot.
- Wearing a hat.
- Using appropriate insect repellants on non-facial skin and permethrin on clothes (kills ticks) in accordance with Environmental Protection Agency guidelines.
- Showering and washing and drying clothes at a high temperature after outdoor exposure.
- Doing a careful body check for ticks, prompt removal with tweezers, and skin cleansing with antiseptic.

The Directorate of Technical Support issues Hazard Information Bulletins (HIBs) in accordance with OSHA Instruction CPL 2.65 to provide relevant information regarding unrecognized or misunderstood health and safety hazards, as well as potential hazards associated with particular materials, devices, techniques, and engineering controls. An HIB is not a new standard or regulation, and it creates no legal obligations. It is advisory in nature, informational in content, and is intended for use by employers seeking to provide a safe and healthful workplace. The *Occupational Safety and Health Act* requires employers to comply with hazard-specific safety and health standards. In addition, employers must provide their employees with a workplace free from recognized hazards likely to cause death or serious physical harm under Section 5(a)(1), the general duty clause, of the Act. Employers can be cited for violating the general duty clause if there is a recognized hazard and they do not take steps to prevent or abate the hazard. However, failure to implement HIB recommendations is not, in itself, a violation of the general duty clause. Citations can only be based on standards, regulations, and the general duty clause.



# OSHA

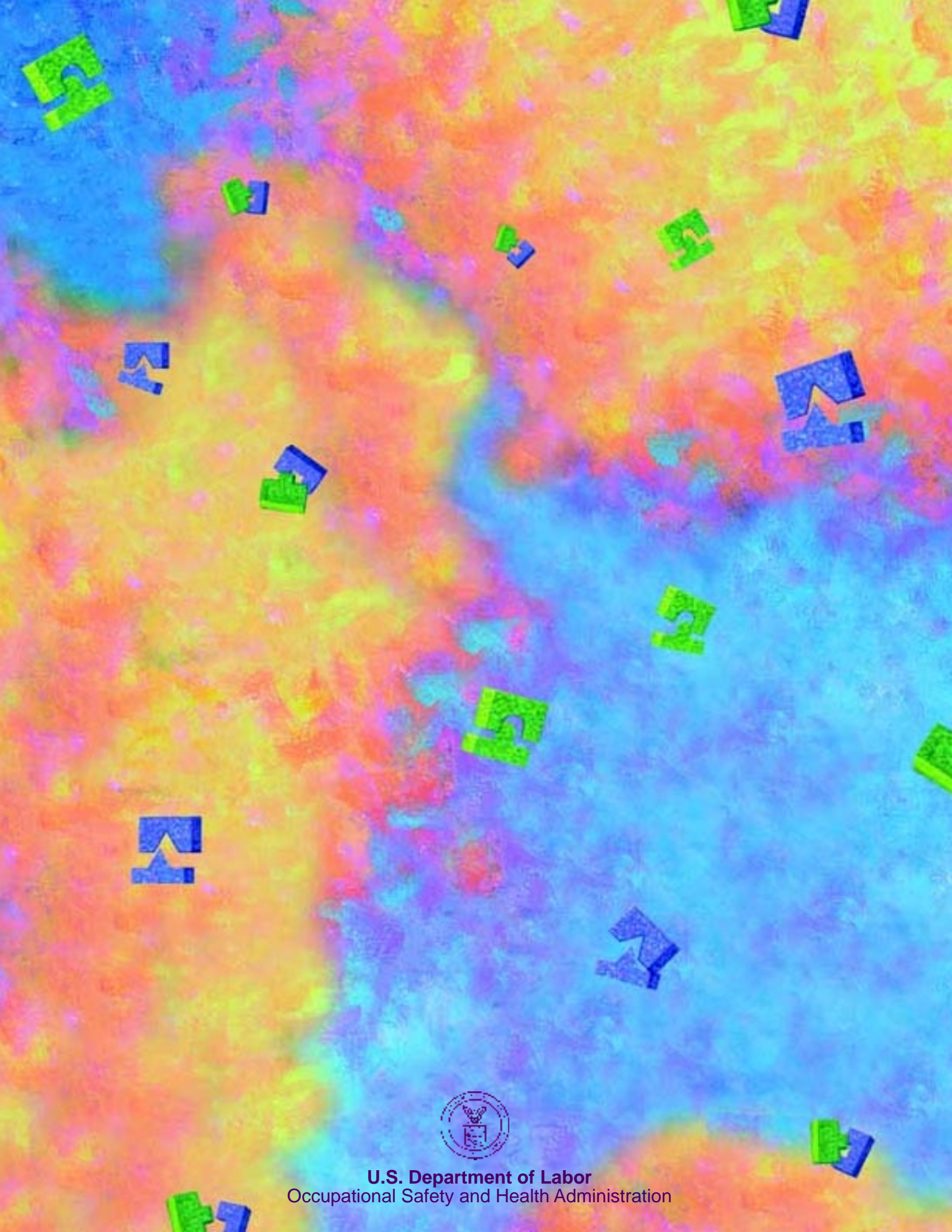
is on the

# World Wide Web

at

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