Safety and Health

Code of Ethics Resource Guide

How to Implement a Code of Ethics for Safety and Health in Your Organization

NATIONAL SAFETY COUNCIL

SAFETY AND HEALTH CODE OF ETHICS

RESOURCE GUIDE

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1. THE NEED FOR A CORPORATE SAFETY AND HEALTH CODE OF ETHICS

On March 25, 1911 a devastating fire killed 146 employees in New York City's Triangle clothing factory. The majority of these fatalities were women and children working for minimal wage hunched over antiquated sewing machines and cutting tables in a dark, dingy building. In fact, until this time, workplace fatalities were considered a matter of course. The railroads experienced injuries and fatalities on a regular basis—by 1907 annual railroad employee deaths alone had reached 4,353. To work a job in America meant that you were literally taking your life in your hands.

This situation began to change with the public outcry that followed the Triangle factory fire. That incident proved to be an impetus for government legislation and safety and health reform in the American workplace and it helped change the way industry viewed their work force. Previously an employee was seen simply as a convenient means to an end. If an employee could not deliver on production and profit, he was expendable.

The corporate culture in America has gone through a major revolution in attitude toward occupational safety and health since the turn of the 19th century. Company safety, workers' compensation and corporate health and wellness programs have become fixtures in the workplace. And the American worker is now appropriately valued as an asset rather than a necessary evil to doing business.

But the beginning of a new millennium has brought greater challenges to industry—increasing global competition, the development of new technologies, increasing numbers of mergers and acquisitions (creating more complex and larger organizations), new regulations and legislation (among many other things) have made it increasingly difficult for companies to remain competitive. It has become imperative for company executives to take stock of their resources in order to find their edge. Outsourcing and subcontracting have become solutions for businesses and it has become clear that the greatest resource that organizations have is their workforce.

Keeping this resource safe both on and off the job has, for the top performers in American industry, become the first priority. Many organizations such as Johnson & Johnson, Noble Corporation, Samsung, Tropicana, Delphi, and even NASA have begun to recognize that in order to compete in the changing marketplace, safety must not only be *a* core value of the organization, it must be *the* core value.

Making safety an integral element of any company is not an easy task. It takes vision, commitment and hard work.   And it starts with a Corporate Code of Ethics for Safety and Health. Your Code of Ethics serves as a physical representation of your attitude and commitment to safety. It is your touchstone to your safety performance and should guide you in all the practices and procedures of your business.

2. HOW TO USE THIS GUIDE TO DEVELOP A CORPORATE SAFETY AND HEALTH CODE OF ETHICS

This Resource Guide is composed of several different activities designed to help you through an honest appraisal of your organization's current safety and health management status. It is intended to guide you in refocusing your efforts to achieve the attitude and behaviors that are necessary to attain safety excellence.

The first section includes an analysis of the four essential characteristics of an organization that consistently integrates safety into its daily business practices and makes it the highest priority within its culture.   It is followed by a management and staff responsibility survey designed to help you pinpoint where the task of safety is being addressed within your organization and to establish a baseline from which to work.

The second section of the guide is a step-by-step plan for structuring your organization to achieve the safety performance you want. It will help you communicate your safety vision within your organization, integrate safety and health into your operations, define the safety roles and responsibilities of everyone within your organization, establish accountability within those roles, help you better allocate your resources to support your safety efforts, learn to conduct consistent assessments of your progress, and take proactive measures to address safety issues before they become problems.

The third section of the guide will help you establish a mindset for consistently measuring safety performance within your organization. It includes several exercises that will help you better assess your safety management progress.

The final section of the guide contains several useful exercises, such as a gap analysis that will help you assess your current status and take your Code of Ethics one step further by implementing the procedures needed to make safety a priority in the systems within your operations.

Finally, the Resource Guide itself is followed by an addendum containing additional material—analytical tools, available training, print material and web resources available to you as you move forward in making your organization a safety and health leader in the corporate community.

3. INTRODUCTION TO SAFETY EXCELLENCE

In response to competitive pressures, private-sector corporate leadership has transformed itself, driving improved results through evolutionary business philosophies of employee involvement, initiative, and streamlining. Both service and industrial sectors of corporate America are being reorganized to facilitate structures that efficiently incorporate all aspects of operations—production, quality, and safety performance—into a cohesive and profitable process managed jointly by all organizational levels.

Safety management has followed suit. It has evolved from its technical roots to incorporate the qualities that characterize these transformed organizations. Though safety professionals continue to collect statistical data and re-engineer the workplace, modern safety management clearly involves the management of people and their behavior, and recognizes the value of cross-level teamwork to improve business systems.

Effective safety management is a competitive edge in the contemporary business arena. The attributes of a successful safety management system mirror the attributes of other successful business functions. Those leaders that have committed to safety excellence have reaped benefits that fit the fiscal goals of an organization: production that works better and costs less. The goal is continuous improvement. It is up to senior management to implement the vision. That task involves a journey of change.

In this forum, we offer the benchmarks and experience of organizations that have successfully made the same journey in consultation with the National Safety Council. Along with our client corporations, we have learned that positive change does not begin with cultural and structural upheaval. Culture is the sum of our habits; the journey begins with the exchange of ingrained attitudes and actions for new habits that better serve the envisioned goal.

This forum is not a template for a successful safety "program." Specific programs that have proved successful in one organization cannot be grafted indiscriminately onto other organizations. Safety management is a process. The process that an organization seeks to nurture must be effectively integrated into its own culture and operations; it must also be adaptable to change as the organization evolves.

Yet, all successful safety management systems share common characteristics. To accomplish its mission—promoting and improving workplace safety—the National Safety Council relies on on-going relationships with industry leaders. Again and again—through research, the exchange of information with member firms, and hands-on experience at client work sites—we see similar factors contributing to the success of corporate safety processes.

ESSENTIAL CHARACTERISTICS OF SAFETY EXCELLENCE

The path to successful change is full of pitfalls and barriers that must be attentively navigated by those leading the way. The first step in the journey must be taken as a leap of faith, with the conviction that the destination is worth reaching. NSC's Continuous Improvement Process Model calls for *personal commitment to safety*—not only commitment to safety as a value, but commitment to the management factors that integrate that value into the culture: leadership, employee involvement, measurement systems, and continuous improvement. The list begins as the process begins—with leadership.

Senior management must be the first to accept the merits of improving the safety process, merits that include reduced injuries, reduced costs associated with injury, improved public image, increased morale, production, quality and, ultimately, profitability.

Acceptance of these merits is the personal factor in management's commitment to safety. It is the factor that determines how willingly management invests resources to the improvement of the safety process. It is the factor that determines the soundness of management's accountability systems. It is the factor that determines how effectively leadership will lead.

In his book *Managing for the Future*, Peter Drucker states that "trust is the conviction that the leader means what he says." That conviction grows when management leads by consistently demonstrating its commitment to safety.

1. Provide Management Leadership and Commitment	While no prescriptive approach to safety excellence exists, the four essential characteristics that we present below have proved to enhance and support widely varying processes in diverse cultures. These characteristics include management leadership and commitment, meaningful employee involvement, measurement systems, and continuous improvement.

The single most important characteristic is providing **management leadership and commitment.** Leadership must demonstrate a strong, genuine, continuous, and personal commitment to safety. The roles of leadership are to:

- Communicate a vision
- Integrate safety and health into the business
- Define roles and responsibilities
- Require accountability from all employees
- Allocate resources to support programs
- Conduct assessments to support changes
- Take proactive measures

Essential Characteristics of Safety Excellence (continued)

2. Meaningful Employee Involvement

The second most important element is meaningful **employee involvement**.

Employee involvement in activities that proactively identify hazards is an important aspect of a safety management system. The ability to recognize hazards is developed through several techniques or tools. These tools include Job Safety Analysis, Physical Hazard Inspections, Employee Safety Training, Safety Meetings and Job Safety Observations. The list below outlines the concepts that are part of these activities.

Involvement includes these concepts:

- Management demonstrates its commitment visibly and frequently
- Individual development and capability (training)
- Individual involvement and influence
- Constant and varied communications
- Interdependent work processes and systems (integrated organization for safety)
- Proactive hazard recognition techniques
- At-risk behavior auditing
- Recognition, reinforcement, reward

3. Measuring Safety Performance

A safety management system's effectiveness is often measured solely on the basis of its failures. Multiple points of measurement, both qualitative and quantitative, must be combined into a systematic approach that accurately assesses the effectiveness of the safety management system and discovers the root causes of deficiencies. Consider the following:
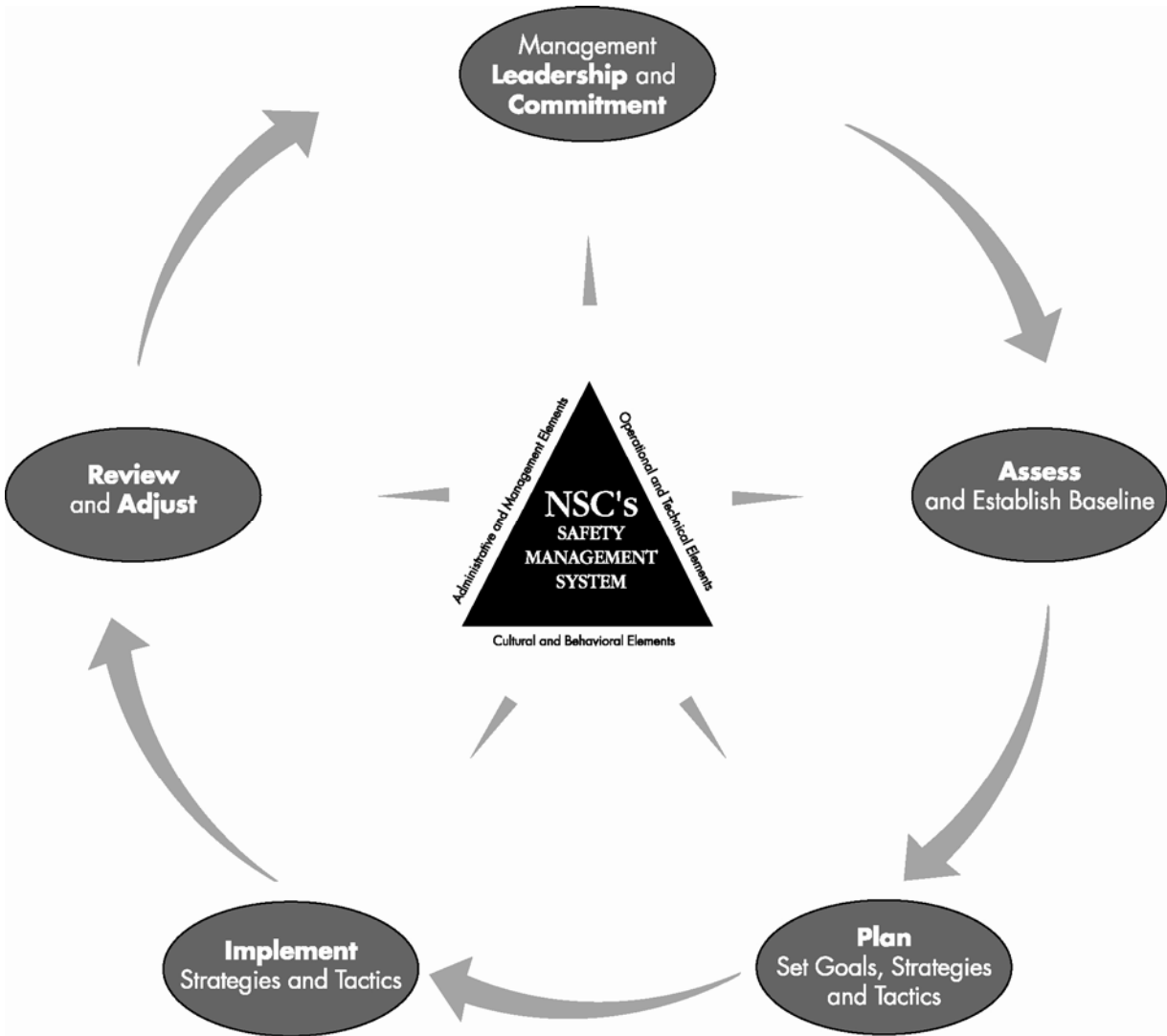
- Use activity/process oriented measures in addition to results-oriented measures
- Consider appropriateness of measures for all organizational levels
- Focus on the process (management system) vs. outcomes

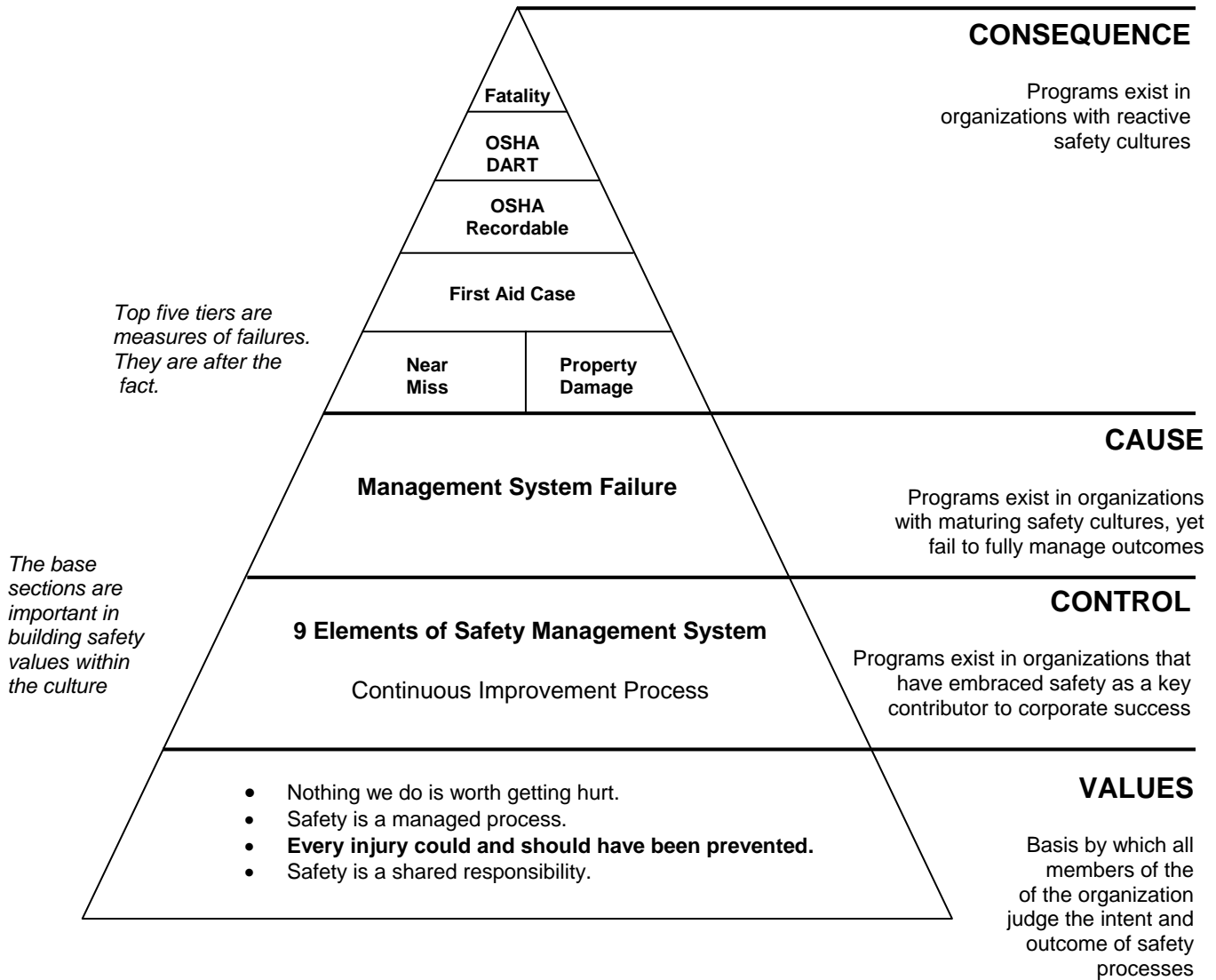# Essential Characteristics of Safety Excellence (continued)

4. Continuous Improvement of the Safety Management System

The **Continuous Improvement Process Model** shown below illustrates how continuous improvement works. The model is a framework for applying a safety management system on a continuous basis.

Applying the process that forms the model requires recognizing causes before designing solutions.

FOUNDATION FOR EXCELLENCE

CONSEQUENCE

Programs exist in organizations with reactive safety cultures

Fatality

OSHA DART

OSHA Recordable

First Aid Case

Top five tiers are measures of failures. They are after the fact.

Near Miss

Property Damage

CAUSE

Management System Failure

Programs exist in organizations with maturing safety cultures, yet fail to fully manage outcomes

CONTROL

The base sections are important in building safety values within the culture

9 Elements of Safety Management System

Continuous Improvement Process

Programs exist in organizations that have embraced safety as a key contributor to corporate success

VALUES

- Nothing we do is worth getting hurt.
- Safety is a managed process.
- **Every injury could and should have been prevented.**
- Safety is a shared responsibility.

Basis by which all members of the of the organization judge the intent and outcome of safety processes

1. Management Commitment and Leadership

The single most important characteristic is providing **management commitment and leadership.** Management must demonstrate a strong, genuine, continuous, and personal commitment to safety. The roles of leadership are to:

- Put the improvement plan in writing and have the top management team sign it.

- Distribute this written plan to everyone in the business.

- Make sure that senior management is visibly participating in safety activities.

- Treat safety initiatives as though they are part of the job—not as though they are something else to do.

- Request and read monthly status reports relating to safety. Examples are:
  - Injury reports.
  - Job safety analysis and safety observations reports.
  - Workers' compensation reports.
  - Results of worksite analyses.

- Create a budget for safety initiatives.

- Build safety into the business's continuous improvement plan.

- Build safety into the business's strategic plan and into operating goals.

- Build safety performance into managers' and supervisors' performance appraisals.

- Reward employees and supervisors for participaing in safety activities.
  - Bonus to units who identify hazards and implement controls.
  - Cash compensation for every safety suggestion that is implemented.
  - A gift for publishing a success story on OSHA's success story web page.
  - Celebrations for milestone accomplishments.

- Recognition
  - Written
  - Verbal
  - Visual

- Assign safety management leadership to people who are known to get things done.

- Provide ongoing training to educate employees about safety.

- When time comes to cut costs, leave the safety improvement plan intact.

- Insist that the purchasing department work with vendors who know safety requirements.

- Make performance in safety a key indicator of your business's performance.

- When the need for safety action surfaces, take action immediately.

2. Meaningful Employee Involvement

The second most important element is meaningful **employee involvement**. Employee involvement in activities that proactively identify hazards is an important aspect of a safety management system.

Employee Involvement Requirements

Effective and meaningful employee involvement includes these basic requirements:

- Management demonstrates its commitment visibly and frequently

- Individual development and capability (training)

- Individual involvement and influence

- Constant and varied communication

- Interdependent work processes and systems (integrated organization for safety)

- Recognition, reinforcement, and reward

- At-risk behavior auditing

- Proactive appropriate hazard recognition techniques

Benefits of Meaningful Employee Involvement

- Employees are often more satisfied and productive when their ideas and suggestions are offered and taken seriously.

- Employees are more likely to support and use processes, policies, and programs in which they have had input.

- Employees who are in contact with potential hazards have a personal interest in recognizing and avoiding those hazards.

Meaningful Employee Involvement (continued)

Many potential barriers may exist that can prevent an organization from realizing the full potential of meaningful employee involvement. If attempts at involving employees in a meaningful way in safety efforts have not been successful or if employees have largely resisted efforts to participate in the safety process, consider if any of these potential barriers may be the reason.

Barriers to Employee Involvement
❑ Lack of trust
❑ A climate of fear
❑ Amount of time and effort involved
❑ The uncertainty of constant change
❑ Not involving all the key stakeholders
❑ Not involving unions (forming a partnership)
❑ Lack of demonstrated commitment from top leadership
❑ Lack of responsibility from top management
❑ Not allowing enough time to change
❑ Resistance from any of the partners (supervisors, managers, support people, unions, or labor force)
❑ Inadequate training
❑ Systems and structures not designed to support teams
❑ Workers who zero in on their coworkers' imperfections
❑ Failure to redefine the role of leadership
❑ Leaders who won't let go
❑ Too little or too much structure
❑ No transition plan
❑ Failure to communicate what's happening
❑ Treating change like a program instead of a process
❑ Overwhelming team members with too much responsibility before they have had adequate training
❑ Team members assuming too much responsibility before they have had adequate training
❑ A history not conducive to employee involvement
❑ Failure to educate everyone in the workplace about self direction

3. Measuring Safety Performance

A safety program's effectiveness is often measured solely on the basis of its failures. Failure-focused measures such as the lost-time incidence rate or lost-time severity rate can only indicate that problems exist; they don't identify what the specific problems are or how to solve them.

The ultimate goal of any safety program is to prevent or minimize failures. The programs that achieve the goal—the really effective safety systems—focus on activities that are positive, proactive, and *designed to target the underlying causes of failures.* Activities such as job safety analyses, job safety observations, safety inspections, safety meetings, and safety training are proactive approaches that have been demonstrated to promote improvements in overall safety performance for your safety management system.

Benefits of Safety Performance Measurement

To be effective, measurements need to evolve away from single-point (regulatory-based) systems that do not tell managers how to achieve their goals, to proactive approaches that promote improvements.

Using a range of measures offers the following benefits:

- Management focuses on proactive initiatives to reach goals.

- Clarifying and identifying goals and plans to get there is easier.

- Action planning will meet the SMART* acronym characteristics.

- Measures can compare performance among groups who can then adjust their management style and approach.

Developing Effective Measurement Systems

Measurement and charting of specific proactive prevention activities over time, and analysis in conjunction with accident experience data, should establish a correlation between the safety activities measured and increasing or decreasing incident frequency rates. For example, an inverse relationship exists between the frequency of job safety observations done per 100 employees and the incident frequency rates—observations go up and incident frequency rates go down.

*SMART **= S**pecific – **M**easurable – **A**ction-Oriented – **R**ealistic – **T**ime Bound

Measuring Safety Performance (continued)

**Developing Effective
Measurement Systems
(continued)**

Additional safety performance measurements best suited to a particular plant or department depend on the specific process structure and assigned safety responsibilities. Safety measurements should:

- Include safety-related behaviors.

- Reflect management activities to establish and maintain systems that produce safe behaviors and discourage unsafe behavior, such as safety training and audits.

Plant and department safety leaders can assist with evaluation and recommendations on appropriate measures. The feedback from measuring specific safety indicators will result in adjustments to program activities to obtain continuing improvement in incident frequency rates.

As with production, the specific manager, supervisor, coordinator or team leader is not expected to personally complete each measurement listed, but will be held accountable for the effective completion of the measure. The completion of the safety performance measure may be delegated to an appropriate crew or team member. Measurements for reporting to top management should be summarized by the department and plant.

These safety measurement indices will be tracked, reported and audited to ensure completion and effectiveness.

When developing safety performance measures, considering the following three aspects is important:

✪ Aspects to Consider in Developing Effective Measurement Systems
1. Use activity/process-oriented (proactive) measures in addition to results (reactive) measures.
2. Identify and apply measures to appropriate organizational levels. In general, results oriented or reactive measures such as OSHA case rates and Workers' Compensation costs are applied to the senior management or corporate level. Mid-management (division, plant level) measures include a mix of results and process/system measures. Activity- based measures are applied at the department, work group, or team level.
3. Establish measurements that are aligned with organizational priorities and support the continuous improvement of the safety management system.

The following pages include examples of common safety performance measurements.

Progress Measures for Safety Performance

Corporate – Business Unit Measures
❑ Score on self-appraisal for corporate safety and health performance standards for health and safety
❑ Number (or percentage) of managers trained in safety and health leadership
❑ Number (or percentage) of managers with personal goals in safety as part of their performance expectations
❑ Number (or percentage) of departments with all-inclusive, written departmental safety action plans
❑ Number (or percentage) of departments with current departmental safety and health training matrices
❑ Person-days (or dollars) allocated to safety
❑ Total workers' compensation cost
❑ First aid case rate
❑ Lost-time incidence rate
❑ Lost-time severity rate
❑ Total number of lost days
❑ Measures that reflect specific emphasis areas (e.g., ergonomic improvements, noise abatement, equipment upgrades, etc.)
❑ Number (or percentage) of incidents investigated by senior management
❑ Number of safety inspections and/or walk-throughs by management
❑ Number (or percentage) of presentations with safety focus
❑ Number (or percentage) of meetings with safety included on the agenda

Progress Measures for Safety Performance (continued)

| Facility/Department/Work Group Measures |
| --- |

- Number (or percentage) of managers trained in safety and health leadership
- Number (or percentage) of managers with personal goals in safety as part of their performance
- Number of scheduled workplace inspections/audits completed
- Number (or percentage) of actions from workplace inspections completed
- Number (or percentage) of JHAs/JSAs (job hazard/safety analyses) completed
- Number (or percentage) of JHAs/JSAs approved
- Number of process safety reviews completed
- Number (or percentage) of employees completing required safety and health training
- Number of safety meetings conducted with written action plans
- Percentage of attendance at safety meetings
- Number (or percentage) of persons leading a safety meeting
- Number of safety and health team meetings conducted
- Number of near misses/unsafe conditions reported
- Number (or percentage) of near misses/unsafe conditions investigated
- Number of incidents reported and/or investigated
- Number of specific workplace safety audits conducted (e.g., for personal protective equipment [PPE], lockout/tagout, and confined space entry)
- Number (or percentage) of employees trained in hazard recognition
- Number of team leaders trained in incident prevention
- Number of job safety observations completed
- Percentage of incident reviews done on day of incident
- Number (or percentage) of work orders written (or completed) to correct unsafe conditions
- Number (or percentage) of people trained in incident investigation
- Number (or percentage) of people trained in conducting inspections
- Number (or percentage) of people trained in the use of personal protective equipment
- Number (or percentage) of areas/crews completing observations
- Number (or percentage) of groups meeting observation goals over a designated period
- Number of safe acts reported/recognized
- Scores on safety quizzes from training courses
- Number (or percentage) of supervisors meeting goals (per matrix target score)
- Person-days (or dollars) allocated to safety
- Lost-time incidence rate
- Lost-time severity rate
- Total number of lost days
- Other measures to address specific problems (e.g., noise abatement, equipment upgrades, ergonomic improvements, etc.)

Progress Measures for Safety Performance (continued)

Department/Work Group Measures
❑ Number (or percentage) of managers observing safety procedures
❑ Number (or percentage) of managers actively participating in site tours or inspections
❑ Number (or percentage) of safety inspections attended by management
❑ Number (or percentage) of meetings, speeches, presentations, etc. with safety focus
❑ Number of manager safety observations recorded (or hours spent auditing/observing)
❑ Number of one-on-one feedback's given by management
❑ Number (or percentage) of incidents investigated by management
❑ Number (or percentage) of safety observation interventions by management

4. Continuous Improvement of a Safety Management System

The Continuous Improvement Process Model shown below illustrates how continuous improvement works. The model is a framework for applying a safety management system on a continuous basis. Applying the process that forms the model requires recognizing causes before designing solutions.
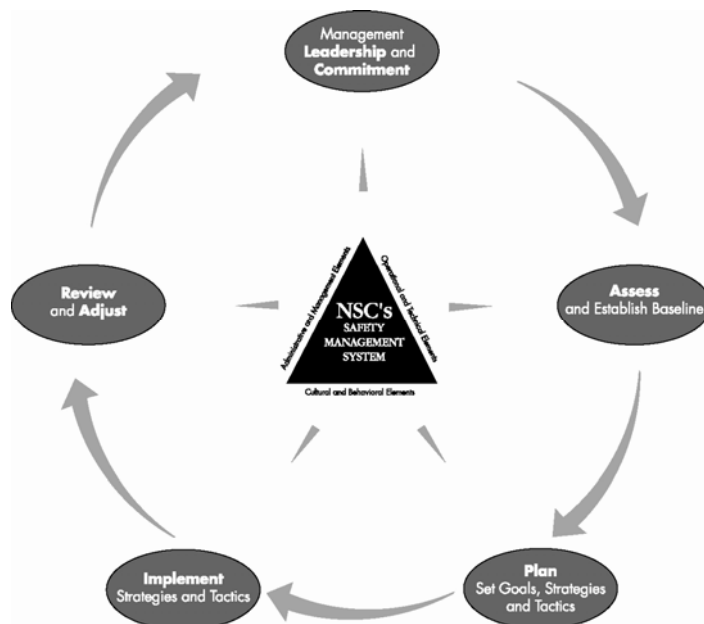
There are five steps in the continuous improvement process for implementing a successful safety management system.

Provide Management Commitment and Leadership	• Executive Management must drive the effort. • Create a vision, set performance standards, define roles, responsibilities and accountabilities. • Establish systems that measure and evaluate performance. • Communicate the vision.
Assess – Establish a Baseline	• Use the NSC's 9 elements to assess your current status and determine where to direct future efforts. • Communicate the findings.
Plan – Set Goals, Strategies, and Tactics	• Set measurable improvement goals. • Align safety improvement plans with business priorities. • Communicate the goals.
Implement – Strategies and Tactics	• This is making the plan happen. Provide training when and where needed. • People need to understand that this is as much a part of their jobs as production is. • Acknowledge success.
Review and Adjust	• Learn what worked and what didn't work. • Discard what didn't work. • Assess again and repeat the process.

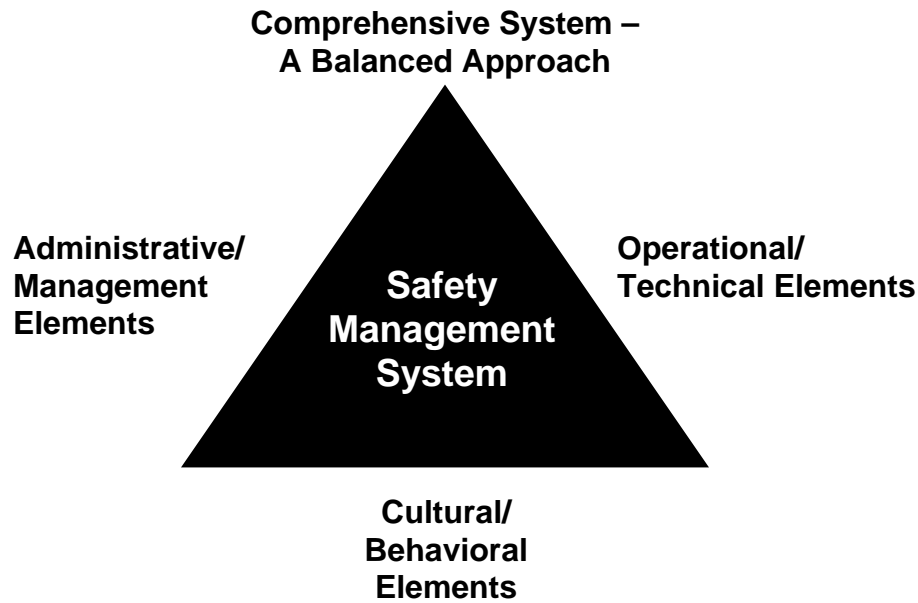# 4. FACTORS FOR A SUCCESSFUL SAFETY MANAGEMENT SYSTEM

The scope of safety and health issues is broad and requires a carefully planned system to make it successful. A successful safety management system demonstrates the following factors:

- A clearly stated safety and health policy that is communicated to and grasped by all employees.

- Defined safety program goals and corresponding objectives designed to meet those goals. Also, a measurable system for monitoring goal achievement.

- Visible senior management involvement to reinforce management commitment and support.

- Employee involvement in safety program planning and implementation.

- Responsibilities assigned to managers and supervisors, and assistance provided relative to the understanding and acceptance of these roles.

- Adequate authority and resources provided to responsible personnel.

- Managers, supervisors, and hourly employees held accountable for fulfillment of their safety program responsibilities.

- Periodic reviews of programs, projects, and activities to determine their effectiveness in achieving goals and objectives.

- Worksite analysis designed to identify potential sources of unacceptable safety performance.

- Incident investigation and statistical analysis that effectively identifies the causes of injuries, illnesses, and property damage, and provides information for improved management of these risks.

- Safety and health training for **all** employees.

Elements of a Safety Management System

The chart and diagram below show how the elements of the NSC's safety management system are organized according to these categories.

**Comprehensive System –
A Balanced Approach**

**Administrative/
Management
Elements**

**Safety
Management
System**

**Operational/
Technical Elements**

**Cultural/
Behavioral
Elements**

9 ELEMENTS OF A SAFETY MANAGEMENT SYSTEM	
Administrative and Management	• Management leadership and commitment • Organizational communications and system documentation • Assessments, audits, evaluations and continuous improvement
Operational and Technical	• Hazard recognition, evaluation, and control • Facility design and engineering • Operational safety programs
Cultural and Behavioral	• Employee involvement • Motivation, behavior, and attitude • Training and orientation

Activity 1: Role Identification Survey

Directions: Below is a list of safety and health management roles and responsibilities. First, read the entire list. Then, write an "**L**" in front of those tasks that you feel are **line** roles and responsibilities (directly contribute to production) and an "**S**" in front of those tasks that you feel are **staff** roles and responsibilities (support production). (**Note:** If line and staff share some tasks, select the one you feel is most appropriate for that task.)

_____ 1. Communicate a safety and health-oriented vision.

_____ 2. Conduct safety and health investigations.

_____ 3. Establish safety and health priorities.

_____ 4. Review reports of injuries and occupational disease.

_____ 5. Develop incident prevention and loss control procedures.

_____ 6. Engage everyone in finding solutions to safety and health problems.

_____ 7. Ensure organization complies with applicable safety and health laws.

_____ 8. Design safety into your organization's facilities and processes.

_____ 9. Make recommendations based on injury statistics reports.

_____ 10. Be a resource person for managers, supervisors, and employees.

_____ 11. Sell and communicate solutions to safety and health system weaknesses.

Activity 1: Role Identification Survey (continued)

_____   12. Hold workplace safety meetings.

_____   13. Provide safety and health management in supervisory training.

_____   14. Publish a policy expressing management's attitude on safety.

_____   15. Train new or transferred employees in safe job procedures.

_____   16. Advise management in the formulation of safety policy.

_____   17. Be an example of safety and health in the organization.

_____   18. Establish procedures for disciplining violators of safety procedures.

_____   19. Include safety requirements in supervisor and employee job descriptions and base performance evaluations on them.

_____   20. Provide guidance and support to everyone in the organization.

_____   21. Conduct job safety observations.

_____   22. Complete job safety analyses.

_____   23. Conduct physical hazard inspections and follow up.

_____   24. Ensure compliance with regulatory standards.

Activity 1: Role Identification Survey (continued)

Once you have established the landscape of safety responsibility in your organization, it may become clear that safety is not as integral within your daily business process as you initially thought. The key to successful safety and health management is getting everyone involved. Here is how you can encourage involvement from every individual and group within your organization.

Safety and Health Staff

- Ensure that senior management supports safety and health in action and deed by identifying specific activities that make them visible.

- Follow all safety and health procedures.

- Advise management and employees on the formulation of safety and health policy.

- Act as a change agent.

- Provide the expertise, advice, information, and tools relating to effective safety and health management.

- Focus on developing systems for prevention, not on responding to every incident one-by-one.

- Work to engage everyone in the safety and health effort.

- Provide for continued development on safety and health issues.

- Remember that *prevention* is the key to success.

Organization CEOs

- Follow all safety and health procedures. Be the model of outstanding safety behavior.

- Accept the ultimate accountability for the success of safety and health efforts. Your visible leadership is essential for the safety effort's success.

- Make certain that safety and health issues are addressed in the business plan and give equal status with other business issues.

- Ensure that safety and health efforts have the proper funding.

- Hold managers accountable for safety and health results in their areas.

Managers

- Follow all safety and health procedures.

- Instill good safety and health behavior in your supervisors and employees.

- Reward honest analysis and correct what is in the system that allows people to cover up.

- Insist on safe production, not production and safety.

- Encourage supervisors to properly train and coach their employees.

- Consider safety and health when planning for facilities or equipment.

- Participate in finding solutions for safety and health problems.

- Reward supervisors for conducting meetings that solve safety and health problems.

Supervisors

- Hold workplace safety meetings that produce results that can be measured.

- Follow all safety and health procedures.

- Actively develop and implement safety and health programs.

- Praise and reward employees who identify potential hazards.

- Encourage employees to be highly involved in safety and health efforts.

- Consult with the safety department before there is a problem.

- Monitor implementation and follow through of safety and health efforts.

- Get involved in teaching some of the safety and health training programs.

- Participate as a communications link with employees on safety.

Employees

- Follow all safety and health procedures.

- Participate in conducting safety and health investigations.

- Participate in finding solutions to safety and health problems.

- Alert the appropriate people when you see a safety or health hazard.

- Get involved in showing new employees the safety procedures.

5. ACTIVITY: ORGANIZING FOR SUCCESS

Activity 2: The Seven Steps for Executive Action

On the following pages, you will find a managerial self-assessment entitled *The Seven Steps for Executive Action.* This assessment is the first step in the NSC's Safety Improvement Process Model: establishing a baseline.

This is not a technical assessment process. It is a qualitative evaluation of how effectively your safety process is being managed. The assessment questions are based on commonalities among corporations that have successfully implemented proactive safety processes to reduce injuries and costs and increase production and quality. These commonalities fall into seven strategic areas—the "seven steps" of the evaluation process.

As you work through the assessment, you will find that there are areas where you are able to rate your organization at or near 100 percent. These are the strengths that currently exist within the organization. You will also find that there are key areas requiring management attention. These are your most pressing opportunities for improvement.

All members of your management team should complete the *Seven Steps* assessment and develop action plans based on assessment results.

First, rate your organization on how effectively your safety process is being managed using the space provided. Identify key areas requiring management commitment and attention. Then, determine an action plan to address and implement areas requiring attention.

Activity: Organizing for Success
Action 1: Communicating a Vision

An organization's philosophy toward safety, health, and the environment is readily seen in a company's vision statement. If items are not explicitly included in the statement, they probably do not receive the attention they deserve. A vision statement should touch on these issues:

Perceptions:
- Safety and Health
- Quality
- Environment

Commitments:
- Employees
- Customer
- Community

Management Practices	In Place	Action Plan
Vision Statement: Does your vision statement include a vision of a safe and healthful workplace and a better environment, with input from managers and employees?		
Support: Do you have written policies and guidelines to support your vision statement?		
Internal Communications: Have you communicated this vision to your subordinates via letter? Have you asked them to communicate this vision to their staffs in their own words?		
Daily Actions: Does your company act daily on its vision statement? Are serious incidents considered tolerable? Have sufficient resources been allocated to achieve your goals?		
Emergency Response: How would your company respond in an emergency situation in relation to your vision statement? Would a manufacturing line be reconfigured or a product recalled?		

Activity: Organizing for Success
Action 2: Integrating Safety and Health into the Business

The actions listed below integrate high safety and health standards into your company's culture because they provide data against which you can measure and reward.

Management Practices	In-Place	Action Plan
Agenda Position: Have you moved safety and health issues to the top of the agenda—specifically at the Executive Committee's monthly business meeting?		
Business Unit Safety Meetings: Do you hold monthly meetings where every reportable incident is on the agenda, with each site represented and time for full discussion on reducing losses?		
Policy Committee Meetings: Do you have a steering committee for safety and health issues that meets at least quarterly?		
Monthly Occupational Safety Reports: Do you request data on OSHA frequency and severity rates, OSHA recordables, and first-aid case rates?		
Fatality Reports: Do you require a report within 24 hours of any serious/fatal incident? Do you demand follow-up?		
Comparative Data: Do you request annual comparative data, so that you can compare your company's safety performance and costs to the national average?		
Facility Costs: Do you request an annual cost report of incidents that includes an incident summary at each facility and a composite of the facilities in that division for comparison?		
Off-the-Job Data: Do you request data on the costs of off-the-job (OTJ) incidents and illnesses? Do you support OTJ programs?		

Activity: Organizing for Success
Action 3: Defining Roles and Responsibilities

The concept of the safety department taking responsibility for the safety and health of the entire company has been changed radically. Today, everyone—executives, managers, supervisors, line employees—should have assigned roles and responsibilities. Two reasons for these changes are: management by directive was less effective than programs designed with supervisor and employee involvement and it was more cost-effective to plan ahead and install safety controls than to pay disability claims.

Management Practices	In-Place	Action Plan
CEO Responsibility: Does the CEO hold the ultimate responsibility for providing a safe and healthful work place?		
Managers: Are your managers the major links in the system? Are they held accountable for effective implementation of safety programs?		
Supervisors: Do supervisors participate in the design and development of programs, along with the assistance of their employees? Do they monitor implementation and follow-through?		
Line Employees: Are employees involved in developing and implementing safety programs? How would you rate your level of employee involvement and teams?		
Safety Professionals: Do they have sufficient authority to work with senior management? Does at least one person report directly to the CEO? Does this function have the genuine support of senior management so that his or her duties can be carried out fully and effectively?		

Activity: Organizing for Success
Action 4: Requiring Accountability from All Employees

Do you demand safety commitments from everyone at all times? In 1974, Robert H. Schaffer wrote an article entitled "Demand Better Results." It became a Harvard Business Review classic. In a Retrospective Commentary (*Harvard Business Review*, March-April 1991), he notes: "Contrary to mythology, setting high-performance imperatives does not conflict with empowering people. Empowerment comes as people rise to the challenge of tough demands and, through effort, meet them."

Management Practices	**In-Place**	**Action Plan**
Performance Goals: Do the employees in each department set safety performance goals? Do they have data for making the decisions? Does each department develop an action plan whereby it can achieve its goals?		
Feedback: Is data collected and analyzed (e.g., by body part, type of injury, shift)? Do departments conduct audits and complete corrective action? Do safety professionals also conduct audits and provide feedback?		
Performance Reviews/Recognition: Is pay tied to performance to reinforce safety targets? For example, are supervisors expected to conduct a specified number of safety meetings with their employees? Are management bonuses tied to safety performance?		
Facility Visits: Do you discuss safety issues on site visits? Do you ask your professionals for a half dozen questions appropriate for the facility? Do you carefully observe, offer compliments, and make suggestions during the visit?		

Activity: Organizing for Success
Action 5: Allocating Resources to Support Programs

Historically, issues such as safety and quality have been discrete elements of a business. It was not unusual for a company's safety department to be charged with all safety responsibilities, or for the quality assurance department to be responsible for quality. The approach was to "inspect in" safety or quality—to detect failures. Today, the approach is to "build it in." Safety and health goals must be made part of the managed process of running a business, along with productivity, quality, and human performance.

Management Practices	**In-Place**	**Action Plan**
Resource Allocation: Does your company allocate sufficient resources to achieve the levels of safety and health success that your company has targeted? This may include supporting qualitative and quantitative audits, hazard prevention, training, and employee involvement programs.		
Barrier Identification: Have you identified barriers to providing a safer and healthier workplace? The barriers can range from management attitudes to employee practices on the line.		
Standards: Have you developed standards for safety and health tasks?		
Communications/Recognition: Do you have communication programs in place, such as monthly safety and health reports and newsletters to all employees? What about activities such as safety week? Is great performance recognized and commended?		
Monitoring by Employees: Does each employee have access to data for feedback on his or her performance? Have you trained employees to use charts and/or diagrams?		

Activity: Organizing for Success
Action 6: Conducting Assessments to Support Change

Have you used employee perception and attitude assessment to identify perceptions of the level of your company's safety commitment? Studies have shown that the most accurate feedback is provided from people on the line—line employees, supervisors, and foremen. Finding people's real values is often enlightening. They provide a measure of just how much may need to be changed and how challenging it will be. Companies that have extensive safety efforts are more likely to conduct these assessments.

Management Practices	In-Place	Action Plan
Employee Assessments: Do you administer employee perception and attitude assessments to identify the level of your company's safety and health policies and actions? Do you assess both on-the-job and off-the-job hazards and risk-taking?		
Management Assessments: Have you conducted workshops where your managers can discuss and evaluate the company's culture vis-à-vis safety and health?		
Senior Management Assessment: The last time your senior management found the cost increase of incidents intolerable, did they do more than write a memo? Was there a change in accountability, resources, etc.? Was there a difference in how they responded to an incident (which usually provokes more public and publicity problems)?		
Company Assessment: Is your company's number one priority to get product out the door regardless of the effect on safety and health issues? Does your company condone risk-taking behavior such as entering energized equipment?		

Activity: Organizing for Success
Action 7: Taking Proactive Measures

Does your company take the initiative in issues related to safety and health? Or are these issues relegated to the end of your agenda, moving up the queue only when regulatory agencies, escalating costs, or a major crisis compel action? Proactive measures send important messages to employees, customers, and the community by identifying the depth of management commitment and involvement. Commitments made publicly are usually supported fully by a company.

Management Practices	**In-Place**	**Action Plan**
Implementing Prevention-Oriented Programs: Do you seek to redesign the workplace to reduce risk before incidents or disabilities occur?		
Benchmarking: Do you compare your products and processes to those of industry leaders? To world-class companies?		
Supervisors: Do supervisors participate in the design and development of programs, along with the assistance of their employees? Do they monitor implementation and follow-through?		
Pre-empting Regulatory Agencies: Does your company routinely implement safety and health standards before they become law? Financial benefits include scheduling control over upcoming changes.		
Applying to Recognition Programs: Have you applied to voluntary programs such as OSHA's VPP?		
Joining Progressive Industry Associations: Have you joined associations that demand higher standards of its members than those prescribed by law?		
Adding Off-the-Job Programs: Have you promoted off-the-job safety and health programs to reduce health care costs? Examples are motor vehicle safety, seat belt use, home safety workshop, or blood pressure screening.		

6. CREATING YOUR CORPORATE SAFETY AND HEALTH CODE OF ETHICS

Included with this Resource Guide is a copy of the National Safety Council's Safety and Health Code of Ethics, provided as a model upon which you can design your own written corporate Code of Ethics.   Now that you have worked through some of the concepts and exercises in this guide, you will be able to organize the various issues and concerns of your organization as they exist in your own corporate culture and can more effectively outline your safety attitudes and goals into a Code of Ethics that will be uniquely your own.

When composing your corporate Code of Ethics, we recommend that you keep it as simple and succinct as possible. A Code of Ethics is a statement of your beliefs, attitudes and intentions. It is the genesis for your safety attitudes and actions, not the actual implementation plan. It is designed to serve as your guiding light. The details of how you will achieve the goals and issues introduced in your Code of Ethics should be outlined separately in your safety implementation program.

When writing your Code, use active, clear and concrete language. Your Code of Ethics should make sense to *everyone* in your organization if it is going to guide the attitudes and actions of all. And, if at all possible, it should excite and inspire them, as well.

Once you have finished your written Safety and Health Code of Ethics, share it. Introduce it with all the fanfare you can. After all, making safety a core value in your company is an important step forward. Once you have introduced it to everyone, post it in a place of prominence and give everyone in the organization his or her own copy. Once you have actually rolled it out, never miss an opportunity to communicate it. Remember, your Safety and Health Code of Ethics is the guiding light to your company's future. Make sure to let it shine.

7. ADDRESSING OFF-THE-JOB SAFETY

As a concerned employer, you are keenly aware of the risks your workers face while on-the-job in your facility. You conduct risk assessments, job safety analyses and know all the costs of the work injuries and illnesses in your industry. You have also instituted practices and procedures to control the hazards and behaviors that exist in your workplace. But the sad truth is that once your people leave your facility for the day, they are at greater risk than ever to injury and illness.

In the year 2003, an estimated total of 101,500 people died in the United States from unintentional injuries. As many as 4,500 of these deaths occurred in the American workplace. A phenomenal 44,800 of these deaths occurred in motor-vehicle accidents, 33,100 happened in the home and 21,300 took place in the community. Of the 101,500 deaths, only 4% occurred where you traditionally have "control."

Nonfatal injuries also affect millions of Americans workers. About two-thirds of the 10.8 million disabling injuries suffered by workers in 2003 occurred off the job.

Production time lost due to both fatal and nonfatal off-the-job injuries totaled about 160,000,000 days in 2003, compared with 70,000,000 days lost by workers injured on the job. Production time lost in future years due to off-the-job injuries in 2003 will total an estimated 405,000,000 days, more than seven times the 55,000,000 days lost in future years from 2003's on-the-job injuries. Off-the-job injuries to workers cost the nation at least $205.3 billion in 2003.

Regardless of whether injuries occur on or off the job, employers incur both direct and indirect costs when employees are injured. Direct costs typically include Workers' Compensation payments, and costs for medical care, return-to-work programs, job accommodations, compliance with OSHA reporting standards, litigation, and material damage. Indirect costs are difficult to quantify, but estimates generally include increased insurance premiums, hiring and training of replacement personnel, reduced productivity, cost of overtime to make up for lost production, loss of business opportunities, decreased morale, and other intangibles reflected in the increased cost of doing business. Indirect costs of injury are thought to range from 1 to 10 times the magnitude of direct costs, depending on the type of industry and organization involved, and the mechanisms for funding employee benefits.

So what should you, as an employer, do? The short answer is: everything you can. Off-the-job illnesses and injuries impact business in a big way. Not only do they affect the company's bottom line through higher health insurance costs, paid sick leave, and the cost of taking on temporary help when employees or their family members are touched by illness or death, but these injuries and illnesses

also have the residual effect of reducing worker morale and productivity. It is in every employer's best interest to do as much as possible to protect employees and their families both on and away from their jobs.

There are several things that you can do to address off-the-job safety. Consider actively encouraging employees to take home with them their on-the-job safety practices and knowledge. Offer comprehensive safety training that can be applied in every environment and supply handouts. Make family health and safety a feature in corporate newsletters and communiqués. Where possible, allow employees the opportunity to borrow PPE and other safety equipment for use at home. Lead by example. If you take the appropriate safety precautions at work, on the road and at home, others will notice and follow your example.

Send safety information directly into your employee's homes. Consider including safety tip inserts in employee paychecks. Make subscriptions to health and safety newsletters and periodicals part of an employee benefit package. Offer safety program incentives that can be used by the whole family.

You can also take on a community leadership role by sharing safety information and practices with those in your community. If time and space allows, offer safety workshops on relevant subjects to employee families and anyone else in your community who may be interested. Reach out to local government, civic groups, teachers, school children and local citizens. Don't let a lack of credentials or experience stop you. Such typical industry safety issues as chemical handling, PPE and safe driving habits are of interest to everyone who has a home and drives a car. Share what you know.

Your employees are your organization's most valuable resource. Their health and safety both on and off the job should be one of your greatest concerns. Take time to consider what you can do to make not only their workplace safer and healthier, but their homes and your community as well. With a little effort, you can make a difference.

8. ADDENDUM

Where Do You Go from Here?

The following are additional tools that you can use to implement the safety and health practices needed to support the Code of Ethics for Safety and Health which you have created for your organization.

The Gap Analysis

Conducting a gap analysis enables you to observe and research the issues in your organization to see where safety improvements are needed.

Use the sample Gap Analysis on the following pages to make your own assessments and determine specific goals and action strategies.

1. Assess each item in the "Primary Considerations" column on the left-hand side of the form. Determine whether or not each item is in place within your organization and check the appropriate "yes" or "no" box.

2. Under the "Current Status" heading, list the current situation at your organization.

3. In the right-hand column under the "Plan" and "Set Goals" headings, list specific goals and actions that are needed to improve safety management at your organization.

Gap Analysis for a Safety Management System

Assess – Establish Baseline				Plan
Primary Considerations	**yes**	**no**	**Current Status**	**Set Goals**
1. Does the corporate culture promote and support safety and health efforts?	☐	☐		
2. Is management committed to and supportive of safety and health efforts?	☐	☐		
3. Are employees involved with safety and health efforts?	☐	☐		
4. Are the following steps followed for implementing a successful safety management system:				
• Provide management commitment and leadership?	☐	☐		
• Assess (establish a baseline)?	☐	☐		
• Plan (set goals, strategies, and tactics)?	☐	☐		
• Implement (strategies and tactics)?	☐	☐		
• Review and adjust?	☐	☐		
5. Does the safety management system give equal consideration to the administrative, operational/technical, and cultural/behavioral issues of safety and health?	☐	☐		

Gap Analysis for a Safety Management System (continued)

Assess – Establish Baseline				Plan
Primary Considerations	**yes**	**no**	**Current Status**	**Set Goals**
6. Is the safety management system integrated throughout the whole company?	☐	☐		
7. Is the safety management system proactive and preventive?	☐	☐		
8. Has a clearly stated safety and health policy been established and communicated to all employees?	☐	☐		
9. Are safety program goals and objectives defined?	☐	☐		
10. Is senior management involvement visible?	☐	☐		
11. Are employees involved in safety program planning and implementation?	☐	☐		
12. Is assistance provided to managers and supervisors so they understand their responsibilities?	☐	☐		
13. Are resources provided to responsible personnel?	☐	☐		

Gap Analysis for a Safety Management System (continued)

Assess – Establish Baseline				Plan
Primary Considerations	yes	no	Current Status	Set Goals
14. Are managers, supervisors, and hourly employees held accountable for fulfilling their safety program responsibilities?	☐	☐		
15. Are there periodic reviews of programs, projects, and activities to determine their effectiveness in achieving goals and objectives?	☐	☐		
16. Is a worksite analysis designed to identify potential sources of unacceptable safety performance?	☐	☐		
17. Are incident investigations and statistical analyses used to identify causes of injuries, illnesses, and property damage?	☐	☐		
18. Is safety and health training provided for **all** employees?	☐	☐		
19. Do you take an active role in building management commitment?	☐	☐		

Gap Analysis for A Safety Management System (continued)

Assess – Establish Baseline				Plan
Primary Considerations	yes	no	Current Status	Set Goals
20. Are the following safety and health areas included in the safety management system:				
• Occupational safety and health	☐	☐		
• Hazard recognition, evaluation, and control	☐	☐		
• Safety communication	☐	☐		
• Employee involvement	☐	☐		
• Incident reporting and investigation	☐	☐		
• Job safety analysis	☐	☐		
• Safety training	☐	☐		
• Safety teams	☐	☐		
• Safety inspections	☐	☐		
• Regulatory compliance	☐	☐		
• Industrial hygiene	☐	☐		
• Hazard Communication	☐	☐		
• Ergonomics	☐	☐		
• Personal protective equipment	☐	☐		
• Recordkeeping	☐	☐		
• Emergency action planning	☐	☐		
• Safety orientation	☐	☐		
• Managing safety and health efforts	☐	☐		

Measurement and Reporting Examples

The process of developing safety measures begins with agreement on monthly goals or benchmarks. Determine benchmarks with input from all management levels within the organization. Use a form similar to the one shown below to develop these goals.

Safety Process Measurement Reporting Benchmark Work Sheet	Monthly Benchmark
1. JOB SAFETY ANALYSES	
(_____ JSA[s] completed per department)	
2. PHYSICAL HAZARD INSPECTIONS	
(_____ inspection[s] per department)	
3. SAFETY TRAINING	
(_____ appropriate safety training subject[s])	
4. SAFETY MEETINGS	
(_____ department or toolbox meeting[s])	
5. JOB SAFETY OBSERVANCES	
(_____ observation[s] per week per front line supervisor) (_____ observation[s] per month per department manager) (_____ observation[s] per month per operations manager)	

Measurement and Reporting Examples
(Continued)

Use a reporting form similar to the one shown below to compile reporting data and to track performance against goals.

Safety Process Measurement Reporting
Benchmark Versus Completion Percentage

Department: _____ **Date:** _____

	Monthly Benchmark	Completed	%
1. JOB SAFETY ANALYSES (One JSA completed per department)			
2. PHYSICAL HAZARD INSPECTIONS (One inspection per department)			
3. SAFETY TRAINING (One appropriate safety training subject)			
4. SAFETY MEETINGS (One department or tool-box meeting)			
5. JOB SAFETY OBSERVATIONS (One observation per week per front line supervisor) (One observation per month per department manager) (One observation per month per operations manager)			

Measurement and Reporting Examples
(Continued)

This form shows an example of a typical monthly report.

Safety Management Process Measures

Date: _____

Location	Job Safety Analyses			Physical Hazard Inspections			Safety Meetings			Safety Training			Job Safety Observations			Total % Complete
	Goal	Completed	% Score	Goal	Completed	% Score	Goal	Completed	% Score	Goal	Completed	% Score	Goal	Completed	% Score	
A																
B																
C																
D																
E																
Total																

9. ADDITIONAL RESOURCES

Publications:

Accident Prevention Manual for Business & Industry: Administration & Programs, 12th edition, National Safety Council, Itasca, IL.

Accident Prevention Manual for Business & Industry: Engineering & Technology, 12th edition, National Safety Council, Itasca, IL.

Authentic Involvement, National Safety Council, Itasca, IL, 2001.

Basics of Safety and Health (Revised), National Safety Council, Itasca, IL, 2004.

Case Studies in Safety and Productivity, National Safety Council, Itasca, IL, 2000.

Case Studies in Safety and Productivity, Volume 2, National Safety Council, Itasca, IL, 2004.

Developing a Safety and Health Program, Lewis Publishers, Boca Raton, FL, 2000.

Developing an Effective Safety Culture: A Leadership Approach, Butterworth-Heinemann, Boston, MA, 2002.

Injury Facts. National Safety Council, Itasca, IL, 2004 edition.

Managing for World Class Safety, John Wiley & Sons, New York, NY, 2002.

Managing the Risks of Organizational Accidents, Ashgate Publishing Co., Burlington, VT, 2003.

Occupational Health & Safety, 3rd edition, National Safety Council, Itasca, IL, 2000.

On the Practice of Safety, 3rd edition, Wiley-Interscience, Hoboken, NJ, 2003.

Safety Culture and Effective Safety Management, National Safety Council, Itasca, IL 2000.

Safety Management: A Human Approach, 3rd edition, American Society of Safety Engineers, Des Plaines, IL 2001.

Safety Metrics: Tools and Techniques for Measuring Safety Performance, Government Inst., Rockville MD, 2003.

Periodicals:

Environmental Health Perspectives
Journal of the National Institute of Environmental Health Sciences
Order Processing: P.O. Box 12510
Research Triangle Park, NC 27709-2510
Website: ehis.niehs.nih.gov/

Injury Prevention
BMJ Publishing Group
P.O. Box 590A
Kennebunkport, ME 04046
Website: www.injuryprevention.com

Occupational Hazards
Penton Media, Inc.
1300 E. Ninth Street
Cleveland, OH 44114-1503

Occupational Health & Safety
Stevens Publishing Corp.
5151 Beltine Rd.
Dallas, TX 75254

Professional Safety
American Society of Safety Engineers
1800 E. Oakton Street
Des Plaines, IL 60018-2187

Risk Management Magazine
Risk Management Society Publishing, Inc.
655 Third Ave.
New York, NY 10017
Website: www.rmmag.com

Safety+Health
National Safety Council
1121 Spring Lake Drive
Itasca, IL 60143-3201
Website: www.nsc.org

Work
A Journal of Prevention, Assessment and Rehabilitation
IOS Press
Nieuwe Hemweg 6B
1013 BG Amsterdam, The Netherlands
Website: www.iospress.nl
Subscription Department email: order@iospress.nl

National Safety Council Training and Consulting:

The National Safety Council and its Chapter Network offer a wide variety of training and consulting services to anyone in need of safety solutions.

These services include: Safety Management System Assessments, Regulatory Compliance Audits, Industrial Hygiene and Ergonomic Surveys, Employee Perception Surveys, Custom Training Programs, Safety Management Leadership and Safety Team Courses, Emergency Response Plan Assessment Services and a host of others.

For more information, call Customer Service at 1-800-621-7619, e-mail Customer Service at customerservice@nsc.org, or contact your local Chapter (full listing appears on our web site at www.nsc.org/chaptop.htm).

Or visit these various National Safety Council web page links for more information on--

Consulting Link:
http://www.nsc.org/osh/consult.htm

On-Line Training:
http://www.nsc.org/onlinetraining/

Training:
http://www.nsc.org/osh/oshtrain.htm

Relevant Organizations and their Websites:

American Chemistry Council (ACC)
    http://www.americanchemistry.com

American National Standards Institute
    http://www.ansi.org

American Society for Testing and Materials
    http://www.astm.org

American Society of Safety Engineers
http://www.asse.org

Bureau of Labor Statistics
http://www.bls.gov

Centers for Disease Control (CDC)
http://www.cdc.gov

Center to Protect Workers' Rights
http://www.cpwr.com

Code of Federal Regulations
http://www.gpoaccess.gov/cfr/index.html

Consumer Product Safety Commission
http://www.cpsc.gov

Department for Homeland Security
http://www.ready.gov

Department of Energy
http://www.energy.gov

Department of Justice
http://www.usdoj.gov

Department of Labor
http://www.dol.gov/

Department of Transportation
http://www.dot.gov

Environmental Protection Agency
http://www.epa.com

Federal Motor Carriers Safety Administration
http://www.fmcsa.dot.gov

Federal Register
http://www.gpoaccess.gov/fr

Federal Register Table of Contents
http://www.access.gpo.gov/su-docs/aces/fr-cont.html

FirstGov
   http://www.firstgov.gov

GPO Access
   http://www.gpoaccess.gov

Mine Safety and Health Administration (MSHA)
   http://www.msha.gov

National Association of Manufacturers
   http://www.nam.org

National Conference of State Legislators
   http://www.ncsl.org

National Highway Traffic Safety Administration
   http://www.nhts.dot.gov/

National Institute for Occupational Safety and Health (NIOSH)
   http://www.cdc.gov/niosh

National Transportation Library
   http://ntl.bts.gov

National Transportation Safety Board
   http://www.ntsb.gov

OSHA
   http://www.osha.gov

Society of Automotive Engineers
   http://www.sae.org

Underwriters Laboratories
   http://www.ul.com

U.S. Code
   http://www.gpoaccess.gov/uscode/