



# An Initiative of the American Staffing Association and National Safety Council

## Prepare for Your Assessment

Congratulations on taking a leadership role in the staffing industry and applying to the *Safety Standard of Excellence* program.

In preparation for your Corporate Office (CO) and Branch Office (BO) visits (if applicable), this document is meant to guide you to gather the necessary files, people and documentation that will allow the SSE Consultant to assess your staffing firm’s adherence to best practices.

Appendix A (page 4) organizes the requested information by assessment section and criteria to aid in your preparation. This guide is meant to help you interpret what is needed if your organization uses different methods or terminology from what is outlined below—it is perfectly acceptable to provide additional or alternative information to support your staffing firm’s practices.

Please plan to provide a space for the SSE consultant to work while onsite. Ideally, they need access to a table or desk, a place to conduct interviews and the contact information (phone/mobile number) for the individual at your firm who will be their primary point person for the SSE program. Please note that that the **consultant will select** the specific files to view and individuals to interview during the visit.

Potential files or examples that will demonstrate a staffing firm’s process regarding best practices:

CO	BO		CO	BO	
		Written drug testing policy			Applicant files
		Staffing firm application form			Client files
		Written candidate screening policy			WC files
		Client contract template and/or terms and agreement form			Completed worksite evaluations
		Worksite evaluation template			Completed incident investigations
		Incident investigation form			Drug testing protocols for nurses
		Injury protocols			Return to Work (RTW) program documentation
		Example of competency skill assessment for nurses			Nurse training materials

CO	BO		CO	BO	
		List of medical facilities and approved physicians and/or toll-free number for workers to find medical providers			General safety orientation training materials (in all languages provided)
		Method of determining RTW program effectiveness			Documentation that Client will provide site-specific safety orientation to placed workers
		Examples of steps taken to improve RTW program effectiveness			Documentation that Client will provide on-the-job training for placed workers
		Incident tracking method at Client worksites			Examples of how your firm communicates hazards found in worksite evaluation to Client
		Action plans/recommendations made on incident data			Examples of how your firm monitors Client mitigation of communicated hazards
		Copy of communication(s) provided to temporary workers indicating process for seeking treatment for work injury/illness			Examples of Clients whose business was turned down due to safety reasons
		RFQ/RFP/RFI that has included safety language in it			Incident report lag time reports (by Client, Staffing Firm Corporate, and by Staffing Firm Branch Office)
		Boilerplate “capabilities” language used in RFQ/RFP/RFI language			Examples of communications used by Staffing Firm to relay job assignment details to workers (e.g., written notices of job assignment details, emails)
		Method the Staffing Firm uses that assures general safety orientation is completed for each placed worker			Method of tracking nurse training completion
		Client files showing Staffing Firm documentation of any violations of state law or regulations			

## Interviews

To complete the SSE assessment, the SSE Consultant will need to conduct interviews with the following individuals (some or all of these may be the same person, but to the extent we can interview multiple individuals to get various perspectives, that would be preferred). If an individual is not available during the time the consultant is onsite, a follow-up phone interview may be scheduled. Times listed are approximate length of interview:

- Main Staffing Firm Contact (5 min.)
- Staff responsible for selection/hiring (15-20 min.)
- Staff responsible for evaluating client safety performance and client worksite safety (20-30 min.)
- Staff responsible for conducting/reviewing incident investigations (10-15 min.)
- Business development staff (10-15 min.)

If you have any questions about any of these items, please contact your Lead Consultant. Again, congratulations for applying to the *Safety Standard of Excellence* program!

## Appendix A

Criteria		What Consultant Can Assess
1a	Staffing Firm has written drug testing policy for temporary and contract workers that adheres to best practices; results of drug testing impact employment offers.	Written drug testing policy. Placed worker applicant files.
1b	Staffing Firm informs candidates of drug testing policy during the application process.	Blank copy of Staffing Firm application. Completed applicant files (whether placed or not).
1c	Staffing Firm has written candidate screening policy and defined processes are established. Staffing Firm is following its own policy. Staffing Firm <i>collects</i> information from or about candidate during application process or post-conditional job offer (CJO) for purposes of candidate evaluation.	Written candidate screening policy. Applicant files from 1b.
1d	Staffing Firm <i>uses</i> candidate application data and evaluation techniques to thoroughly screen candidates and fit candidate to appropriate job.	Staffing managers for in-person (or phone) interviews. Applicant files from 1b.
1e	Candidates are informed about physical demands and essential job functions of each assignment; there is a system in place for the worker to verify that what they were hired to do (Staffing Firm description) matches with what the work is at the Client site; Staffing Firm has communicated a requirement for candidate to notify Staffing Firm immediately if job duties differ from those conveyed to them.	Examples of communications used by Staffing Firm to relay job assignment details to workers (e.g., written notices of job assignment details, emails).
2a	Staffing Firm documents <b>general safety orientation</b> training for each worker placed.	Method Staffing Firm uses that assures general safety orientation is completed for each placed worker.
2b	Staffing Firm-provided <b>general safety orientation</b> : <ul style="list-style-type: none"> <li>• Is provided in a language the worker understands</li> <li>• Contains information on how to report and obtain treatment for on-the-job injuries and illnesses</li> <li>• Contains how to report a workplace hazard</li> <li>• Includes a process to verify training was understood</li> </ul>	General safety orientation training materials (in all languages provided).
3a	Staffing Firm has communicated to Client that they require prior written approval if assigned workers' job duties, equipment or worksites materially change; there is evidence that Client is doing this.	Client contract template, Staffing Firm terms and agreements, actual client contracts or other method of communication to Client that Staffing Firm expects to be notified in event of material change in worker job duty, equipment, or worksite.
3b	Staffing Firm has a system or contract language in place to verify to the best of its	Client contract template, Staffing Firm terms and

	ability that training will be provided by the Client in the event of job transfers or material changes in normal job procedures/equipment.	agreements.
3c	Staffing Firm has in place a way to verify that Client's <b>site-specific safety orientation</b> : <ul style="list-style-type: none"> <li>• Will be conducted for all placed workers</li> <li>• Includes Client information on how to report and obtain treatment for on-the-job injuries and illnesses, emergency procedures including exit routes, work rules and hazard communication programs</li> </ul>	Documentation that Client will provide site-specific safety orientation to placed workers. Worksite evaluation template.
3d	Staffing Firm has in place a way to verify that Client's <b>on-the-job training</b> : <ul style="list-style-type: none"> <li>• Will be conducted for all placed workers</li> <li>• Includes information specific to hazards of the assigned work, PPE required and how to use (if applicable), operational instructions for any machinery, tools, etc. worker will be using</li> </ul>	Documentation that Client will provide on-the-job training for placed workers. Worksite evaluation template.
4a	Select Staffing Firm staff is trained and capable of evaluating the host employer worksite; worksite evaluations are always performed by such trained staff.	Completed worksite evaluations.
4b	Staffing Firm uses a standard form for Client worksite evaluations that helps differentiate levels of safety among various Clients and worksites; form is comprehensive and adequately captures all pertinent information to make a business decision about whether to place workers at this Client and/or location.	Worksite evaluation template.
4c	Staffing Firm evaluates Client's <i>safety performance</i> , noting where temporary workers are included (where applicable).	Completed worksite evaluations.
4d	Staffing Firm notes Client's current <i>safety and health programs</i> , whether temporary workers will be included in each, and whether they will be trained on each.	Completed worksite evaluations.
4e	Staffing Firm worksite evaluation assesses to the extent of its responsibility the <i>risks inherent in the job assignment</i> prior to worker placement.	Completed worksite evaluations.
4f	Staffing Firm worksite evaluation gauges Client's <i>management commitment to safety</i> to the extent of Staffing Firm responsibility.	Completed worksite evaluations.
4g	Staffing Firm gauges Client's <i>worker involvement in safety</i> , including temporary workers.	Completed worksite evaluations.
4h	All safety evaluations of host employer worksites are conducted by qualified personnel; worksites are revisited periodically and documentation updated.	Client files indicating worksite visits made.
4i	Results of the Client and worksite evaluation identify, review and document potential safety and health hazards, safety program gaps and safety performance issues; if Staffing Firm places workers, such hazards are <i>communicated to the Client</i> ; Client mitigation of noted hazards are monitored by Staffing Firm (training to be provided, protections offered, etc.).	Completed worksite evaluations. Examples of how your firm communicates hazards found in worksite evaluation to Client. Examples of how your firm monitors

		Client mitigation of communicated hazards.
4j	Client evaluations impact placement of workers at locations with poor safety culture/performance and/or Staffing Firm business decision to contract with Client.	Examples of Clients whose business was turned down due to safety reasons.
4k	Staffing Firm tracks incidents at each Client and location where workers are placed and reviews data to make action plans where needed.	Incident tracking method at Client worksites. Action plans/recommendations made on incident data.
5a	Injury protocols that delineate Staffing Firm and Client responsibilities in the event of a work-related injury to the temporary worker are in place.	Staffing firm's injury protocols (for temporary workers).
5b	Where permitted under state WC regulations, medical facilities have been designated and physicians approved by Client and Staffing Firm; Staffing Firm has them on file.	List of medical facilities and approved physicians. Toll-free number for workers to find medical providers.
5c	Staffing Firm tracks injuries sustained by its temporary workers at Client sites for its own analysis.	Staffing Firm injury or claims files.
5d	For each injury requiring involvement of a nurse/treatment beyond first aid, an incident investigation is conducted.	Completed incident investigations. Incident investigation and/or injury protocols.
5e	Staffing Firm has a method for addressing the quality of incident investigations, root cause analysis and corrective actions.	Staffing Firm incident investigation form.
5f	Staffing Firm has method for triaging injured temporary workers either by use of an occupational nurse hotline or handled internally if the Staffing Firm has their own in-house nurse or contract locally.	Injury protocols. Copy of communication(s) provided to temporary workers indicating process for seeking treatment for work injury/illness.
5g	Staffing Firm has after hours contact on call if associates working after hours.	Injury protocols. Copy of communication(s) provided to temporary workers indicating process for seeking treatment for work injury/illness.
5h	Staffing Firm representative meets injured worker at medical facility upon initial injury first visit.	Incident investigation and/or injury protocols.
5i	Staffing Firm has a RTW program.	Staffing Firm Return to Work program documentation.
5j	Staffing Firm has in place signature documentation of acceptance/rejection of	Staffing Firm injury or claims files.

	offer for a modified duty assignment.	
5k	Staffing Firm analyzes their RTW program to review effectiveness and look for improvement opportunities.	Method of determining RTW program effectiveness. Examples of steps taken to improve RTW program effectiveness.
6a	Staffing Firm measures timeliness of worker injury/illness reporting.	Incident report lag time reports (by Client, Staffing Firm Corporate and by Staffing Firm Branch Office).
6b	Staffing Firm documents: <ul style="list-style-type: none"> <li>• Ability to, and timeliness of, conducting an incident investigation at the Client site post-incident</li> <li>• Whether Client participates/cooperates in Staffing Firm incident investigation process</li> <li>• Whether Client performs their own incident investigation</li> <li>• Whether Client follows up and provides requested corrective actions by the Staffing Firm</li> <li>• Client incident investigation findings/recommendations/actions</li> </ul>	Worksite evaluation template. Completed incident investigations.
6c	Staffing Firm documents the Client's capability/willingness to accommodate RTW, adherence to the policy for injured workers and whether Client accommodates Staffing Firm worker.	Staffing Firm Return to Work program documentation. Worksite evaluation template.
7a	<i>Client responsibilities</i> are outlined in contracts according to Staffing Firm legal counsel requirements, Staffing Firm business model and consideration of ASA Best Practices.	Client contract template, Staffing Firm terms and agreements.
7b	<i>Staffing Firm responsibilities</i> are outlined in contracts according to Staffing Firm legal counsel requirements, Staffing Firm business model and consideration of ASA Best Practices.	Client contract template, Staffing Firm terms and agreements.
7c	<i>Staffing Firm rights</i> are outlined in contracts according to Staffing Firm legal counsel requirements, Staffing Firm business model and consideration of ASA Best Practices.	Client contract template, Staffing Firm terms and agreements.
7d	During RFQ/RPF/RFI processes, Staffing Firm includes temporary worker safety position/statement/information to Client.	Client contract template, Staffing Firm terms and agreements. RFQ/RFP/RFI that has included safety language in it. Boilerplate "capabilities" language used in RFQ/RFP/RFI language.

8a	Staffing Firm obtains a complete application for employment from each candidate, as well as the appropriate state-published supplemental questionnaire.	Completed applicant files (whether placed or not).
8b	Staffing Firm conducts a 10-panel drug screen before nurse is assigned, and also within 30 days of assignment, and keeps a log of drug tests.	Completed applicant files (whether placed or not). Staffing Firm drug testing protocols for nurses.
8c	Staffing Firm confirms that the candidate possesses required licenses or certifications.	Completed applicant files (whether placed or not).
8d	Staffing Firm verifies via Office of Inspector General Exclusion search, that candidate is not excluded from participation in federally funded programs (if applicable).	Completed applicant files (whether placed or not).
8e	Staffing Firm verifies candidate possesses current CPR certification and any other relevant or desirable certifications.	Completed applicant files (whether placed or not).
8f	Upon hire, Staffing Firm verifies that applicant has had: <ul style="list-style-type: none"> <li>• A satisfactory medical examination within the previous 12 months</li> <li>• A tuberculosis test within the past year or chest X-ray within the past 5 years showing negative results</li> <li>• Hepatitis B vaccination, antibody testing revealing immunity of Hepatitis B, or declination of Hepatitis B vaccination signed by candidate</li> <li>• Rubella vaccination or titers</li> <li>• Varicella titers</li> </ul>	Completed applicant files (whether placed or not).
8g	Upon hire and periodically thereafter, Staffing Firm verifies candidate has completed mandatory training programs required by the applicable state, OSHA, CDC, industry regulatory bodies, etc. Examples include: <ul style="list-style-type: none"> <li>• Universal Precautions</li> <li>• OSHA</li> <li>• Substance Abuse</li> <li>• Health Insurance Portability and Accountability Act (HIPAA)</li> <li>• Age-Specific Skills</li> <li>• National Patient Safety Goals</li> </ul>	Completed applicant files (whether placed or not).
8h	Staffing Firm administers self-assessments of nurses' clinical competency and	Example of competency skill assessment



	skills in specific specialty areas, records such competencies/skills, and updates them annually.	for nurses.
8i	Staffing Firm provides workers placed in nursing jobs caregiver education and training addressing the leading causes of injury—patient handling, patient assaults, and slips and falls.	Nurse training materials. Method of tracking nurse training completion.
8j	Staffing Firm, as part of its risk assessment of the Client, confirms and documents Client accreditation (if applicable) and notes existence of state law and regulations violations.	Client files showing Staffing Firm documentation of any violations of state law or regulations.
8k	Staffing Firm, as part of its evaluation of the Client, documents review of Client’s policies and procedures regarding patient handling and interaction (including combative patients).	Client files showing Staffing Firm documentation of any violations of state law or regulations.
8l	Staffing Firm documents Client provision of site-specific orientation and training including: <ul style="list-style-type: none"> <li>• Annual fire and electrical safety classes</li> <li>• Annual infection control classes</li> <li>• Annual in-service training regarding recent changes in laws or standards relating to health care, including those pertaining to the ADA, pain assessment and management, bloodborne pathogens and needle stick regulations, cultural, spiritual and age-specific needs of patients and national patient safety goals</li> <li>• Orientation that addresses any requirement that licenses and CPR certifications be carried at all times while on duty</li> <li>• Dress codes</li> <li>• Documentation and medication administration policies and procedures</li> <li>• “Code Blue” policies and procedures</li> </ul>	Documentation that Client will provide site-specific safety orientation to placed workers. Client contract template, Staffing Firm terms and agreements.