



How to Conduct an Effective Post-Accident Investigation

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Accident vs. Incident

- Use of the term "incident," not "accident," to describe a workplace event
- "Accident" has come to be considered as a random event that "oh, well, it just happened" and could not have been prevented. However, the vast majority of harmful workplace events do not "just happen." On the contrary, *most harmful workplace incidents are wholly preventable.*
- **In short, the basic principle is that incidents do not have to occur; they can be prevented by addressing the shortcomings in the programs that manage health and safety in the workplace.**

Language of Incident Investigation

- Incident** A work-related event in which an injury or ill-health (regardless of severity) or fatality occurred, or could have occurred.
- Root Causes** The underlying reasons why unsafe conditions exist or if a procedure or safety rule was not followed in a workplace. Root causes generally reflect management, design, planning, organizational or operational failings (e.g., a damaged guard had not been repaired; failure to use the guard was routinely overlooked by supervisors to ensure the speed of production).
- Close Call** An incident that could have caused serious injury or illness but did not; also called a "near miss."

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Value of Incident Investigations

- Prevent injuries and illnesses
- Save lives
- Save money
- Demonstrate commitment to health and safety
- Promote positive workplace morale
- Improve management

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Prevention = Save Lives

- Investigations are incident-prevention tools and should be an integral part of an occupational safety and health management program in a workplace
- When done correctly, an effective incident investigation uncovers the root causes of the incident or 'close call' that were the underlying factors
- Most important, investigations can prevent future incidents if appropriate actions are taken to correct the root causes discovered by the investigation

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Save Money

On average, preventing a:

- Workplace injury can save \$39,000
- Fatality can save more than \$1.4 million

OSHA is a resource for the *Business Case for Safety and Health*, visit the OSHA website to learn more:

<https://www.osha.gov/dcspp/products/topics/businesscase/costs.html>



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What do Incidents Cost a Company?

Direct - Insured Costs "Just the tip of the iceberg"
Unseen costs can sink the ship!

Indirect - Uninsured, Hidden Costs - Out of Pocket

- Examples:
1. Lost time by fellow employees and supervisor.
 2. Investigation of incident.
 3. Schedule delays.
 4. Legal fees.
 5. Training costs for new/replacement workers.
 6. Damage to tools and equipment.
 7. Lower morale.
 8. Increased absenteeism.
 9. Poorer customer relations.
 10. Others?

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Practice Scenario

- During a safety inspection, you notice that an elevated platform area in a warehouse does not have a proper guardrail. You note that several workers work on the platform each day, and a well-used walkway passes directly under the platform.
- **Determine the costs:**
 - Estimate direct and indirect costs for the most likely resulting injury/illness if corrective actions are not taken
 - Briefly list what factors you considered in arriving at your estimate in each area

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Determine Total Cost

To calculate **Direct Cost** of the *Most likely injury: Fall to lower level*
 Total value of the insurance claim for injury or illness **\$40,043**

To calculate **Indirect Cost**, multiply direct cost by a cost multiplier.
 The cost multiplier that you use will depend on the size of the direct cost.

Direct Cost	Cost Multiplier
\$0 - \$2,999	4.5
\$3,000 - \$4,999	1.6
\$5,000 - \$9,999	1.2
\$10,000 or more	1.1

Direct Cost \$40,043 X 1.1 = \$44,047 Indirect Cost

TOTAL = \$84,090

Employer Responsibilities

Importantly, as part of the Safety and Health Management Program, an effective Incident Investigation Plan needs to be in place that:

- ✓ Clearly states easy-to- follow written procedures
- ✓ Provides for personnel to be trained on incident investigation and company procedures
- ✓ Offers collaboration between workers, worker representatives, and management
- ✓ **Focuses on identifying root causes, not on establishing fault**
- ✓ Emphasizes correcting root causes
- ✓ Implements timely corrective actions based on investigation findings
- ✓ Provides for an annual program review to identify and correct safety and health program deficiencies and recognize incident trends

Investigation Plan Identifies

WHO

- Who to notify
- Who contacts police, fire, etc.
- Who conducts investigation
- Who receives/acts on reports

WHEN

- Timetables for investigation and follow-up

HOW

- Requirements to conduct investigator training

Promote Positive Workplace

- Focus on the root causes, not blame or fault
- Although a supervisor sometimes conducts incident investigations, they should be conducted by a team
- Working together will also encourage all parties to “own” the conclusions and recommendations and to jointly ensure that corrective actions are implemented in a timely manner
- These approaches improve management as well

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A SYSTEMS APPROACH TO HELP PREVENT INJURIES AND ILLNESSES

THE 4-STEP INCIDENT INVESTIGATION PROCESS

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Systems Approach

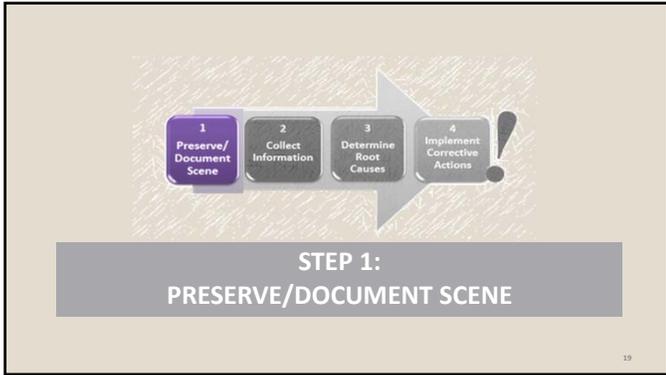
- A systems approach always looks beyond the immediate causes of the incident

Example:

If a worker suffers an amputation on a table saw, the investigator would ask questions such as:

- Was the machine adequately guarded? If not, why not?
- Was the guard damaged or non-functional? If so, why hadn't it been fixed?
- Did the guard design get in the way of the work?
- Had the employee been trained properly in the procedures to do the job safely?

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1 Preserve/Document Scene

Preserve/Document Scene

Begin the investigation immediately or as soon as possible to help ensure material evidence and memory are more reliable and stable because:

- **Material Evidence** – Such as tools and equipment can move or disappear from the scene
- **Memory** – As time passes, conversations with others and individual emotions distort witnesses' memories of what they actually saw and heard

1 Preserve/Document Scene

Preserve the Scene

Most effective method:

- The scene may be coned, taped off, guarded, etc.
- Make sure any hazardous situations are controlled before continuing the investigation





Document the Scene

Document the incident scene:

- Personal observation; use Video
- Initial statements; use Sketches
- Photos; use Paperwork

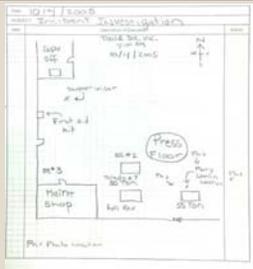


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Practice: Example Sketch

Sketch the Scene Techniques



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**STEP 2:
COLLECT INFORMATION**

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Collect Information

- Once the scene is preserved and documented it is important to start digging for details and collecting information
- Incident information is collected through interviews, document reviews and other means
- Interviewing doesn't stop at just asking questions, there are "Why?" and follow-up questions that need to be asked
- Information can be obtained from people and documents/reports

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Information Sources

- Interviews
- Equipment manuals
- Industry guidance documents
- Company policies and records
- Maintenance schedules, records and logs
- Training records
- Audit and follow-up reports
- Enforcement policies and records
- Previous corrective action recommendations

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Interview Preparation

Discussion of responses to following questions:

- Who should be interviewed? Why?
- When is it best to interview? Why?
- Where should the interview be conducted?
- When shouldn't interviews be conducted?

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Interview Tips

- Build rapport
- Communicate clearly
- Ask them to recount their version of the incident
- Allow the interviewee to complete their statements
- Repeat questions and answers for clarity
- Ask follow-up questions

Interview Techniques

- Take notes
- Keep in mind the focus is determining root causes of the incident
- Put the person at ease
- Ask open-ended questions
- Let the individual talk
- Repeat the facts & sequence of events back to the person



STEP 3: DETERMINE ROOT CAUSES



Philosophy of Root Cause Analysis

- Each problem is an opportunity (“golden nugget”) because it can tell a story about why and how it occurred.
- It is critical that everyone take a personal and active role in improving quality.
- The “*true*” problem must be understood *before* action is taken.
 - ✓ Problems are often masked for a variety of reasons
- To do this well, we must be
 - ✓ Both focused and open-minded
 - ✓ Both patient and quick
 - ✓ Above all, we must be *relentless*



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Symptom Approach vs. Root Cause

➤ If we do a poor job of identifying the root causes of our problems, we will waste time and resources putting bandaids on the *symptoms* of the problem.

Symptom Approach

- ❖ Errors are often a result of worker carelessness.
- ❖ We don't have the time or resources to really get to the bottom of this problem.
- ❖ We need to train and motivate workers to be more careful.

Root Cause

- ❖ Errors are the result of defects in the system. People are only part of the process.
- ❖ We need to find out why this is happening, and implement mistake-proofs so it won't happen again
- ❖ This is critical. We need to fix it for good, or it will come back and burn us.

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How do we do Root Cause Analysis

Said simply, Root Cause Analysis is asking *why* the problem occurred, and then continuing to ask why *that* happened until we reach the fundamental process element that failed.



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3 Determine Root Causes

Tools Used in Root Cause Analysis

BRACKETING
 PARETO CHART
 FISHBONE DIAGRAM
 SCATTER DIAGRAM
 FLOWCHART
 RUN CHART
 HISTOGRAM
 CONTROL CHARTS
 TREE DIAGRAM
 HOUSE OF EXPERIMENTS

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**STEP 4:
 IMPLEMENT CORRECTIVE ACTIONS**

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4 Implement Corrective Actions

Control Strategies

- Engineering Controls
- Administrative Controls [aka Work Practice Controls]
- Personal Protective Equipment

Improve performance
 Improve quality
 Reduce lead times
 Reduce motion
 Reduce changeover times

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4
Implement
Corrective
Actions

Engineering Controls

Eliminate/reduce hazards by applying the principles of:

- Removal
- Substitution
- Enclosure
- Barriers or local ventilation



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4
Implement
Corrective
Actions

Administrative Controls

- Any procedure that significantly limits daily exposure by manipulation of the work schedule or altering the organization of accomplishing the work is considered an administrative control
- These are also known as work practice controls
- An example is: Scheduling



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4
Implement
Corrective
Actions

Personal Protective Equipment

PPE covers such items as:

- Face shields (whether worn by dentists or welders), safety glasses and goggles
- Steel-toed shoes and boots
- Hard hats
- Harnesses
- Leather aprons or metal-mesh gloves
- Forearm guards, knee guards
- Hearing protectors
- Respirators



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4 Implement Corrective Actions

Fix the System

Use Safety and Health Management System Strategies – policies, programs, plans, processes, procedures to address:

- Management Leadership & Employee Involvement
- Worksite Analysis
- Hazard Prevention & Control
- Safety & Health Training
- Program evaluation and Improvement
- Communication and Coordination
 - Host employers, Contractors, and Staffing Agencies



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4 Implement Corrective Actions

Justify Recommendations



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4 Implement Corrective Actions

Begin with Total Cost

- Recall from earlier the total direct and indirect costs of an incident
- A benefit to implementing corrective actions is the Return on Investment (ROI)

Practice: Determine Total Cost

To calculate **Direct Cost** of the Most Likely Injury: Fall to lower level
Total value of the insurance claim for injury or illness **\$46,343**

To calculate **Indirect Cost**, multiply direct cost by a cost multiplier.
The cost multiplier that you use will depend on the size of the direct cost.

Direct Cost	Cost Multiplier
\$0 - \$1,999	1.0
\$2,000 - \$4,999	1.5
\$5,000 - \$9,999	2.0
\$10,000 or more	2.5

Direct Cost \$46,343 x 1.9 = \$84,052 Indirect Cost

TOTAL = \$84,090

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4 Implement Corrective Actions

Next, Total Investment

Incident to Prevent is Fall to lower level

- The corrective action selected is to install a guardrail
- Calculate the total investment cost (add corrective actions and system improvements)

✓ Total direct/indirect cost: **\$84,090**

✓ Total investment (purchase and install guardrail): **\$1,500**

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4 Implement Corrective Actions

Practice

COST	RETURN ON INVESTMENT
<ul style="list-style-type: none"> Total Cost minus Total Investment 	<ul style="list-style-type: none"> Cost divided by Total Investment
$\begin{array}{r} \$84,090 \\ - \quad 1,500 \\ \hline \$82,590 \end{array}$	$\begin{array}{r} \$82,590 \\ \$ 1,500 \\ \hline =55.06 \\ 5506\% \end{array}$

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Small Business Resources On-Site Consultation Services

Every state has an OSHA Consultation Program, run by state employees (OSH Act of 1970);

MISSION - Provide small businesses with FREE, confidential, onsite safety and health assistance

- Industrial Hygiene Sampling
- Safety visits
- Establish Safety and Health Program

State Consultants are highly trained

- Receive same classes as federal OSHA

Consultants review only areas that employer wants, limited or full scope

<https://www.osha.gov/dcsp/smallbusiness/consult.html>

In FY 2016, responding to requests from small employers looking to create or improve their workplace safety and health programs, OSHA's On-site Consultation Program conducted approximately 28,000 visits to small business workplaces covering over 1.1 million workers across the nation.

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SHAW

Presenter: **Brent Clark**




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Program Objectives

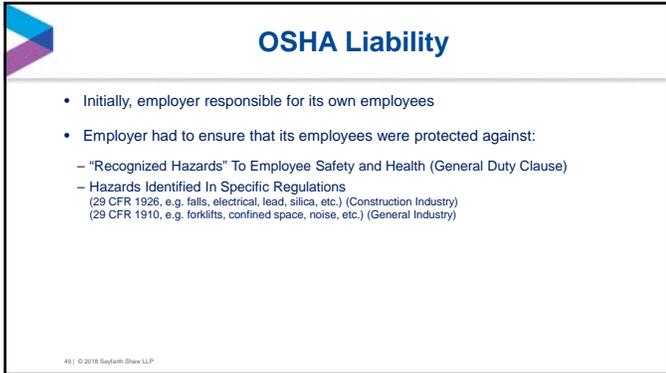
- Discuss OSHA enforcement initiatives and trends.
- New penalty and liability policies.
- How to reduce the risk of OSHA citations.
- How to manage an OSHA inspection.

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OSHA Enforcement Agendas, Defenses and Inspections

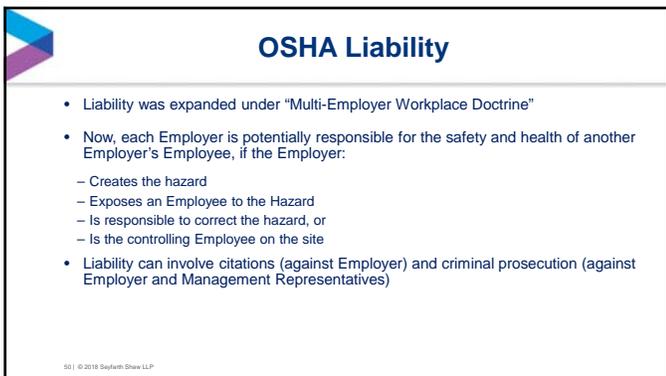
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OSHA Liability

- Initially, employer responsible for its own employees
- Employer had to ensure that its employees were protected against:
 - “Recognized Hazards” To Employee Safety and Health (General Duty Clause)
 - Hazards Identified In Specific Regulations
(29 CFR 1926, e.g. falls, electrical, lead, silica, etc.) (Construction Industry)
(29 CFR 1910, e.g. forklifts, confined space, noise, etc.) (General Industry)

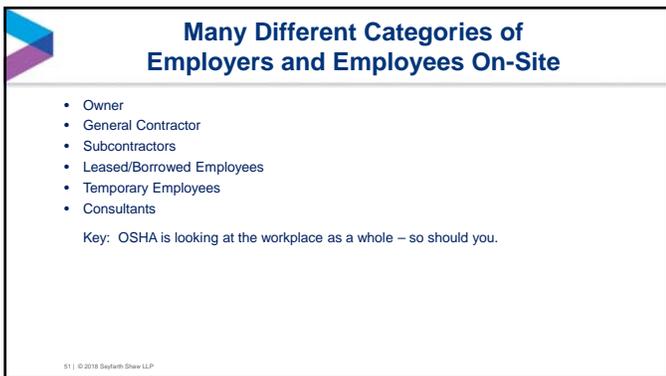
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OSHA Liability

- Liability was expanded under “Multi-Employer Workplace Doctrine”
- Now, each Employer is potentially responsible for the safety and health of another Employer’s Employee, if the Employer:
 - Creates the hazard
 - Exposes an Employee to the Hazard
 - Is responsible to correct the hazard, or
 - Is the controlling Employee on the site
- Liability can involve citations (against Employer) and criminal prosecution (against Employer and Management Representatives)

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Many Different Categories of Employers and Employees On-Site

- Owner
- General Contractor
- Subcontractors
- Leased/Borrowed Employees
- Temporary Employees
- Consultants

Key: OSHA is looking at the workplace as a whole – so should you.

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Many Different Categories of Employers and Employees On-Site

Critical Issues:

- Contractual relationship – must define responsibility for safety and health compliance, employee training, personal protective equipment.
- Do not exercise control over “means and methods” of performing work by independent contractor employees or temporary employees if staffing service has on-site supervision
- Imminent Danger – Host employer must stop work immediately if any employee in imminent danger of injury.

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Aggressive Enforcement

- Use of interpreters
- Emphasis on repeat citations
- Cautionary tale:
 - Use of knowledge of previous inspection to justify willful citation
- Requests for Root Cause analysis and company insurance audits
- Severe Violator Enforcement Program
- Revised Penalty Policy
- Non-English speaking employees
- Recordkeeping/Ergonomics/Dust/Live Electrical Work
- Issuance of Revised Recordkeeping Rules
- Fall Protection – Walking/Working Surfaces

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Aggressive Enforcement

- Employee by Employee Citations
 - PPE Standard – employee failure to use personal protective equipment
 - LOTO procedures – Lockout/tagout procedure not compliant or employees not trained
- Enhanced Use of General Duty Clause
 - Combustible Dust
 - Ergonomics
 - Workplace Violence
 - New chemicals (not listed on Z tables)
 - Arc Flash – Arc Blast
 - Heat Illness – Cold Exposure
 - Avoidance of PELs in Existing Regulations

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Revised Recordkeeping Rule

- Rule will potentially impact employer policies relating to:
 - requirement to timely report injuries or illnesses to employer
 - incentive program metric based on recordable injury or illness (DART rate)
 - post-accident mandatory drug testing

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Employee Literacy Challenges

- OSHA inspections revealing increasing lack of Employee Literacy
- Employees don't "understand" training
- English Speaking employees are unable to read safety and health programs
- OSHA challenges the particular language in safety programs
- Employers are rewriting safety programs to level of fourth grade educational comprehension
- Employers utilize more visual aids such as pictograms

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Native Language Requirements

All training must be given in a language that the employee understands

- Certain OSHA regulations require "training," others require Employer to prove training was "effective" or "understood"
- OSHA will look at how employer provides work instructions to employees and whether it is different than safety training (e.g. safety training in English but supervisor gives work instructions in Spanish).
- OSHA will interview employees to determine whether they understand English only training (e.g. if employee cannot speak English but all training documents are English only, you have a problem).
- Employers must determine whether employees are literate
- Bilingual trainers and documentation may be required to prove training was compliant.

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Revised Penalty Structure

- OSHA penalties increased to Consumer Price Index (CPI)

	Maximum - January 1, 2017	January 1, 2018
• Other Than Serious	\$12,675	\$12,934
• Serious	\$12,675	\$12,934
• Willful	\$126,749	\$129,336
• Repeat	\$126,749	\$129,336
• Failure to Abate	\$12,675 per day	\$12,934 per day

- Will be revised every following year

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Criminal Law Liability

OSHA

- Potential liability if:
 - Fatality
 - Violation of specific regulation
 - Violation was willful, and
 - Violation caused fatality
- Penalty
 - 6 months imprisonment, and/or
 - \$500,000 fine per fatality for employer
 - \$250,000 fine per fatality for individual

NOTE: No Miranda Warnings Necessary

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Criminal Law Liability

OSHA – Additional Potential Criminal Liability

- Obstruction of justice for interfering with inspection
- Falsification of records
- Lying to federal inspector

STATE LAW

- Murder
- Manslaughter
- Reckless Endangerment
- Battery
- Liability for Employer and Manager

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Unavoidable Employee Misconduct

- More important than ever to establish strong *unavoidable* employee misconduct defense.
- All four elements required
 - (1) Program for the specific hazard, e.g. fall, electrical, lead, asbestos, cadmium, forklift
 - (2) Employee training (documentation)
 - (3) Prior enforcement (disciplinary records)
 - (4) No reasonable opportunity for supervisor to identify and correct hazard.

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Unavoidable Employee Misconduct

- How do we establish this defense?
 - A good hazard assessment
 - Training—there may be a cultural, literacy or language barrier.
 - Need to use translators, interpreters.
 - Need enforcement – this is where most employers fail.
 - Maintain records of enforcement/discipline.

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Whistleblower Laws

- Potential Employer Liability If:
 - Employee engages in "Protected Activity" (e.g., makes complaint about safety or health violation to Employer; files complaint with OSHA; participates in OSHA inspection), and
 - Employee Suffers "Adverse Action" (e.g., termination, discipline, loss of benefits), and
 - Employer takes Adverse Action and Retaliates against Employee because of Protected Activity

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Whistleblower Laws

- Potential Employer Liability If:
 - Employee may File 11(c) Complaint with OSHA seeking damages
 - Potential liability of Employer
 - Personal liability of Manager
 - OSHA will investigate complaint
 - If OSHA finds reasonable cause that there was retaliation, case may be filed in Federal Court
 - All States have Whistleblower Laws that may apply

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How to Reduce the Risk of OSHA Citations

- Focus on hazards that are at core of your business.
- Focus on hazards that are driving your OSHA recordables.

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Responding to OSHA Communications

- Rapid Response Investigation (RRI)
- Employee Complaint Letters
- Avoiding Admissions of Civil or Criminal Liability (waiver of Fifth Amendment rights) in Responses

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General Recommendations

- Be Truthful
- Keep Responses Simple and Short
- Answer the Question Asked
- Avoid Speculation
- Seek Advice from Experienced OSHA Counsel

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Revised Reporting Obligations

- Under Federal system, all fatalities, including those caused by heart attack, must be reported to OSHA within 8 hours. State Plans can be more restrictive.
- Under Federal system, all workplace incidents that result in hospitalization for treatment, an amputation or loss of any eye must be reported to OSHA within 24 hours of the incident. State Plans can be more restrictive.
- Employer not required to report fatalities or injuries occurring on public highways. Employer may have DOT required reporting depending on nature of accident or injuries.
- Employer required to report if accident occurs on property owned or controlled by Employer.
- Employer only required to report for employees that it controls, not for (a) third party independent contractor employees or (b) temporary employees if temporary staffing company has on-site supervision for temporary employees.

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U.S. Department of Labor  **Occupational Safety and Health Administration**
 Baton Rouge Area Office
 9100 Blanchard, Suite 301, Suite 201
 Baton Rouge, LA 70809
 Phone: (225) 298-5458 Fax: (225) 298-5457
<http://www.osha.gov>

May 9, 2017

RE: OSHA Activity No.

Dear

This letter is in follow up of the conversation we had on UNKNOWN in reference to the employee injury that occurred on May 08, 2017 at your worksite. As we discussed, there are some important steps you should be taking to ensure the safety of your workers and avoid the need for an OSHA inspection.

In most cases, a serious injury indicates the presence of workplace hazards that threaten the health and safety of other workers. OSHA is very concerned that additional employees at your worksite are at risk of being injured. As we discussed, it is in everyone's interest that you conduct a thorough investigation to determine the reasons for the work related incident, to identify hazards related to the incident and to implement corrective actions.

Please complete each of the following by **May 16, 2017**:

Conduct an incident investigation. (See Non-Mandatory Investigative Tool — Attachment A)

Provide OSHA with written, signed documentation of findings from the investigation.

Provide OSHA with written, signed abatement certification documenting action taken to correct hazards related to the incident.

Document findings and send corrective actions to (225) 298-5457 or osha@osha-slc.com

Post a copy of this letter in a conspicuous place where all affected employees will have notice or near the location where the incident occurred.

Fax or email a copy of the signed Certificate of Posting (Attachment B) to (225) 298-5457 or osha@osha-slc.com

Attachment A

**CERTIFICATE OF POSTING:
OSHA NOTIFICATION OF ALLEGED HAZARD(S)**

Employer Name: _____
Complaint Number: _____

Date of Posting: _____

Date Copy Given to an Employee Representative: _____

On behalf of the employer, I certify that a copy of the complaint letter received from the Occupational Safety and Health Administration (OSHA) has been posted in a conspicuous place, where all affected employees will have notice, or near such location where the violation occurred, and such notice has been given to each authorized representative of affected employees, if any. This notice was or will be posted for a minimum of ten (10) days or until any hazardous conditions found are corrected.

Signature: _____

Title: _____

Employee Representative Name: _____



Inspection Management

- Increased enforcement and penalties make inspection management more critical than ever.
- The most effective defenses are developed Before and During an OSHA inspection, not after the inspection
 - > Why?

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Inspection Management (cont.)

- Inspection Plan – Basic Blocking Tackling
 - (1) Point person and backup/weekend person (Murphy's Law is that accidents will happen during the night shift and on weekends).
 - (2) Relevant written OSHA policies and logs should be readily available.
 - ✓ Keep copy in easily accessible binder
 - Update annually or as otherwise required

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Inspection Management (cont.)

- When OSHA Arrives:
 - Politely receive the compliance officer.
 - Show compliance officer to conference room/empty office.
 - Inspection Focus
 - ✓ Determine why OSHA is inspecting
 - ✓ Types of inspections:
 - (1) Fatality/catastrophe
 - (2) Employee complaint
 - (3) Programmed
 - Local National emphasis program
 - Wall to wall inspection

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Inspection Management (cont.)

- When OSHA Arrives:
 - Immediately notify the point person.
 - Point person takes control of the inspection is responsible for all communications with Compliance Officer and shadows Compliance Officer throughout inspection.
 - First impression is important.
- Two Keys to Successful Inspection Management
 - (1) Focus
 - (2) Control

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Inspection Management (cont.)

OSHA rights during inspection

- To access worksite if have underlying legal basis
- Right to request documents that Employer required to maintain
- Right to conduct walkaround inspection, area should be limited to hazard that is basis for inspection
- Right to conduct employee interviews but employee can decline and employee not required to provide reason
- No right to require employee to sign statement, tape record interview or photograph employee without employee consent

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Inspection Management (cont.)

- The Reason OSHA is Inspecting Drives the Scope of the Inspection
- Once You Determine the Scope, Control Inspection by Limiting it to Only Those Items Within the Scope

Example: Employee is injured by a forklift and Employer is required to report injury to OSHA. OSHA has a legal basis to conduct an on-site inspection but it should be limited to the area where the accident occurred and the hazards associated with the operation and maintenance of the forklift.

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Inspection Management (cont.)

- Plain View Doctrine
 - Compliance officer can issue citations for any violations in "plain view."
 - If Compliance Officer doesn't see it he/she can't cite you for it.
- Admissions
 - Based on statements from managers, supervisors, foreman and leadmen that they were aware of hazard
 - Never admit to a violation ("I'll check into that").
 - Never admit you don't have something ("let me get back to you on that").

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Inspection Management (cont.)

- Immediately Correct Unsafe Conditions Identified by The Compliance Officer Without Admitting That The Condition Constitutes a Violation
 - May avoid the citation
 - May lessen the classification or penalty of a citation
 - OSHA must give employer credit for a "quick fix" of a potential hazard

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Inspection Management (cont.)

- Employee Interviews
 - Non-Management Interviews
 - ✓ Explain employee rights
 - ✓ Conduct your own investigation
 - Management Interview
 - ✓ Right To Counsel
 - ✓ Binding Admissions
 - Avoid the "casual" interview
 - Remember: Everything is on the record. Do not engage in idle conversation concerning safety issues.

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Inspection Management (cont.)

- Document Control Is Important
 - No Such Thing As A "Safety Program"
 - ✓ Ask Compliance Officer which specific program he/she is looking for.
 - Only Provide OSHA with Documents That Are Within The Scope Of The Inspection.
 - OSHA Can Issue Citations For Violations Relating To Any Document The Employer Gives To Them.
 - General Rule Of Thumb: Less Is More

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Safety Standard of Excellence®



Earning the mark demonstrates that your company has standards in place to foster a safe workplace for temporary workers

EARN THE MARK

The Safety Standard of Excellence mark is a powerful differentiator for your staffing company in an increasingly competitive marketplace.

i Learn more about the Safety Standard of Excellence program at americanstaffing.net/safety, where you'll find program criteria, a preliminary assessment tool, and much more.

americanstaffing.net/safety



Thank you!

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