



Does Your Company's Safety Generate Business?

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Session Objectives

- Explain how staffing companies and host employers should work together to achieve safety excellence
 - OSHA's Temporary Worker Initiative
 - Clients' safety management system (SMS)
- Describe how SMS applies to and benefits staffing
- Provide examples of staffing's adoption of an SMS and what safety excellence looks like



OSHA's Temporary Worker Initiative

OSHA's Temporary Worker Initiative

- April 2013, OSHA launched Temporary Worker Initiative
- Both *host employers and staffing firms* have roles in complying with workplace health and safety requirements and *share responsibility* for worker health and safety
- Definition of "temporary worker"
- Definition of "supervising entity"




OSHA's Temporary Worker Initiative

- **Staffing firms have duty to**
 - Inquire into conditions of assigned workplaces; how best to ensure protection of worker
 - Inquire and verify that the host has fulfilled its responsibilities for a safe workplace




OSHA's Temporary Worker Initiative

- Host employers have duty to provide
 - Site-specific orientation, including emergency procedures, reporting injuries, company safety policies and procedures
 - Job-specific training, including procedures, equipment, personal protective equipment, and information on specific hazards the worker may encounter (chemical exposures, noise, etc.)
 - Information and access to staffing firm that will enable it to evaluate work site safety

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Beyond TWI to Best Practices

- Temporary Worker Initiative focuses on compliance with OSHA recommended practices
- What are the **BEST** practices?
- The Safety Standard of Excellence program
 - Defines safety best practices for staffing, looking at safety holistically within the staffing business life cycle
 - Assesses staffing firms against defined best practices

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Safety Management Systems

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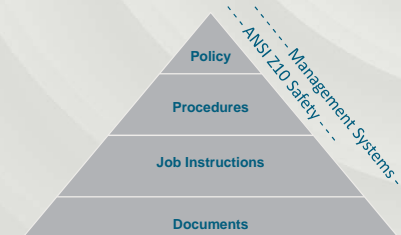
What Is a Safety Management System?

- Part of a company's management system used to develop and implement its safety policy and manage its safety risks (ISO definition)
- A management tool to reduce the risk of occupational injuries, illnesses, and fatalities (ANSI Z10)
- Describes WHAT is to be accomplished in performance terms but leaves the HOW to each company

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Management Systems



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Safety Management System Cycle



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Elements in SMS Applicable to Staffing

- Management leadership
- Safety policy
- Responsibility and authority
- Employee participation
- Management review
- Assessment and prioritization
- Objectives and implementation plans
- Communication
- Document and record control
- Monitoring and measurement
- Risk assessment
- Hierarchy of controls
- Management of change
- Emergency preparedness
- Education, training, awareness, and competence
- Incident investigation
- Corrective and preventive actions
- Communication
- Contractors
- Procurement
- Audits

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SMS for Staffing—Why?

- Clients are steeped in SMS knowledge—staffing should be too
- Your staffing firm is a part of a client's SMS—you should know how you fit in
- Third-party prequalification companies (ISNet, BROWZ, Avetta) are increasingly asking staffing firms for safety performance criteria because of a client's SMS

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Why Should You Adopt Best Practices?

- Business benefit
 - Image and reputation
 - Productivity
 - Innovation
 - Injury rates
 - Financial performance



Source: NSC, 2013 "The Business Case for Investment in Safety - A Guide for Executives"

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Why Should You Adopt SMS?

- Voluntary programs (VPP/SHARP):
 - DART case rate 52% below the average for its industry
 - 52% decrease in number of claims
 - 80% decrease in average claim cost
 - 87% decrease in average lost time per claim



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Source: Injury and Illness Prevention Programs White Paper (2012), Occupational Safety and Health Administration.



SMS for Staffing—Why?

- Adopting an SMS helps orient your entire company toward safety—recruiters, owners, risk managers, workers
 - SMS helps define “hazards” in staffing—some are unique to the industry
 - Defining hazards helps you identify and correct or protect against them
 - Engages everyone in safety, which indirectly helps control one of your firm’s largest expenses (workers’ compensation)



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SMS in ‘Employment Cycle’ Context

Staffing Company's Responsibility			Joint Responsibility		Host's Responsibility			
Candidate search	Candidate evaluation	Post-employment offer screening	Orientation	Onboarding	New Employees		Management	Experienced Employees
Job description	Application evaluation	Drug Screen	Prepare employee for work	Proper PPE assigned	Emergency action plan	Process, tool, and machine-specific training	Hazard identification and control	Ergonomics
Skills match requirements	Interview or disclosure	Background check	Communication	Ensure employee is properly trained	Safety engagement	Learning and feedback	Prescribe training	Job monitoring
	Identity test	Health screening	Exposure to working environment	Introductions	PPE utilization	Easing job hardening	OSHA reporting and recording	Health program



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Critical Staffing Processes Affecting Safety

Staffing Company's Responsibility		
Candidate search	Candidate evaluation	Post-employment offer screening
Job description	Application evaluation	Drug screen
Job postings	Interview or disclosure	Background check
Skills match requirements	Integrity test	Health screening

- Candidate search
 - Information from which a candidate self-assesses "safety" job readiness
- Candidate evaluation
 - Methods employed to evaluate applicant's fitness for job requirements
- Post-employment offer screening
 - Deeper or more relevant screening conducted post-offer

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Job Description

- Should either deter or attract applicants
- Postings/descriptions should...



1. Be specific
2. Include inherent physicalities (standing, sitting, walking, lifting)
3. Disclose environmental attributes (hot, cold, humid)
4. Describe shift schedule, working hours, and anticipated overtime
5. Reveal required PPE

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Applicant Evaluation



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Post-Employment Offer Screening



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Staffing Company Partners With Client

Joint Responsibility	
Orientation	Onboarding
Prepare employee for work	Proper PPE assigned
Communication	Ensure employee is properly trained
Exposure to working environment	Introductions

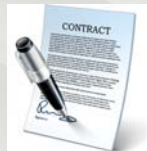
- Orientation/Onboarding
 - Define host's/staffing company's roles
 - Establish communication channels
 - Articulate host's safety program
 - Explain PPE requirements
 - Reveal training plan and expectations
 - Introduce associate team and supervisor

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Importance of Contracts

- Host and staffing company agree to details of who does what in orientation/onboarding



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Collaboration

- Together, the staffing company and client...



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Oversight of Client Responsibilities

Host's Responsibility			
New Employee		Management	Experienced Employee
Emergency action plan	Process, tool, and machine-specific training	Hazard identification and control	Ergonomics
Safety engagement	Learning and feedback	Prescribe training	IH monitoring
PPE utilization	Easing job hardening	OSHA reporting and recording	Health program

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Hazard Identification

SAFETY AT THE WORKPLACE



"Ignorance of hazards is not an excuse."

OSHA Temporary Worker Initiative—
osha.gov/temp_workers/

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Staffing's Big Problem



- We don't see what is happening at the client site
- > \$20 million (spend on back injuries)
- "Backs" represent 10% of all claims
- We don't see them coming

AWARENESS is the state or condition of being aware; having knowledge; consciousness...

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Work Site Evaluation

- Gemba walks
- Gemba means "the real place"
- Go "see" first hand, with own eyes, what is really happening vs. what you assume is happening
- The "Check" and "Adjust" part of PDCA



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Employee Turnover



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SMS in 'Employment Cycle' Context

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Safety Standard of Excellence

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Safety Standard of Excellence

- Partnership between ASA and NSC
- Why?
 - Workers' compensation one of the largest expenses for staffing
 - OSHA's Temporary Worker Initiative introduced in 2013
 - Staffing has a role in the safety of workers placed at client work sites
 - Role clarification and collaboration key

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SSE Best Practice Categories

- *Worker selection**
- Worker training and orientation
- Evaluation of client safety performance, safety culture, work site, and job safety
- Incident management
- *Contracts**

**Not a focus of OSHA's TWI*

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SSE Program Outcomes

- Highlight what firms are doing well and where improvements might be needed
- Scored criteria and categories
- Use of a special, customized program mark
 - Industry recognition: Stand out among peers
 - Safety leader: Attract higher-caliber clients
 - ROI: Keep costs low; reduce injuries

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SSE Website

The screenshot shows the SSE website interface. At the top, there's a navigation bar with 'Home', 'About', 'Program', and 'Resources'. Below that, a main header reads 'Safety Standard of Excellence Program'. The main content area is divided into several sections: 'The Industry' with a sub-section 'Making Temporary Worker Safety a Priority', 'Safety Metrics', 'Safety Standard of Excellence', 'About SSE', 'SSE Code of Ethics', and 'SSE Resource Library'. A blue arrow points to a 'View the list of member companies' link at the bottom of the page.

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SSE Company Directory

Company Name	City	State
MAU Inc.	Atlanta	GA
MAU Inc.	Alam	NC
MAU Inc.	Asheboro	NC
MAU Inc.	Chattanooga	NC
MAU Inc.	Greenville	NC
MAU Inc.	Roanoke	NC
MAU Inc.	Norcross	GA
MAU Workforce Solutions	Lenoir	NC
MAU Workforce Solutions	Greer	SC
MAU Workforce Solutions	Chattanooga	TN

These companies have earned the prestigious Safety Standard of Excellence mark from ASMA and the National Safety Council.

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MAU's Experience



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Questions



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