

Professional Development

Congratulations to Managers Earning Their Honor Society Membership

The Education Department and the Certification Committee would like to congratulate the following managers for recently earning their Honor Society Membership:

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Association Services

Twelve Steps to Safety

By Alan Achatz, CCM, CHE

In September 2003, CMAA signed an Alliance with the Occupational Safety and Health Administration (OSHA) to promote safe and healthful working conditions for membership club employees in the areas of hazard communication, recordkeeping and respiratory protection. In February 2005, CMAA renewed its Alliance and added a new scope of concentration, landscaping and horticulture. The Alliance was again renewed in October 2007. This article, the first in a series of 12 articles, was written by club industry expert Alan Achatz, CCM, CHE, of AKA Capitol Adventures in conjunction with participants in the OSHA and CMAA Alliance. The purpose of this series is to help new and seasoned managers embark on a path to safety compliance at their facilities.

Step One: How and Where Does One Start?

The benefits of starting a workplace safety and health program include

reduced injuries, lower workers' compensation costs, improved morale, reduced employee turnover and even a lower unemployment compensation multiplier. These costs are considered direct costs. There are also indirect costs that may include training replacement employees, accident investigation and implementation of corrective measures, lost productivity, repairs of damaged equipment and property and costs associated with lower employee morale and absenteeism.

It has been stated that for every dollar you invest in safety, you can expect a \$4 to \$6 return.

The best way to begin a safety program is to review what has happened in the past. This means gathering all of the data from the past incidents listed on the workers' compensation submissions to your insurance company or utilizing the information on the OSHA 300 log.

The information on these various forms will provide you with an awareness of past events. Hopefully the incidents have been suitably documented

to arm you with all the knowledge necessary to prevent the same incident from reoccurring.

One commonly referenced safety model illustrates that for every disabling injury there were 29 first aid incidences preceded by 300 near misses (Source: H.W.Heinrich *Industrial Accident Prevention: A Scientific Approach Fourth Edition*). Based upon this information, one can conclude that there were 329 opportunities to save one person from the pain and suffering from a disabling injury, not to mention the additional direct and indirect costs to the operation.

Start a Safety Spreadsheet

Get out your Workers' Compensation or OSHA 300 logs for the past five years. You can go further back, if desired. It is recommended to use the five-year period to parallel the OSHA recordkeeping requirements as the period to retain your 300 logs.

A sample spreadsheet in MS Excel format is available online at

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<http://www.cmaa.org/legislat/osha.asp>.

The columns on the sheet do not encompass all eventualities that may befall any specific operation, and your sheet may vary greatly.

Essential columns include location of injury, employee department, date, year and type of injury. The types of injury can include and are obviously not limited to slips, trips, falls, back injuries, lifting, burns, knife cuts, abrasions and other cuts, falling objects, head injuries and/or eye injuries. Other items might include insect/bee stings, poison ivy/oak/sumac and related incidents that occur. Another column could be comments for additional information on how/why the injury/illness occurred.

If you will be sharing this information with others such as your Safety Committee, you should eliminate the employees' names for confidentiality reasons. However, for the initial run, it is helpful to know if there are any patterns emerging with the employees. For example, you might notice a pattern of injuries with the employees for whom English is a second language. This might suggest that additional training be conducted in a language they understand for the particular hazard they are encountering.

The "day of the week" and "time of day" columns can assist with trend recognition. Are the majority of events happening at the beginning of the workday? At the end of the day? Was it

an exceptionally hot or cold day? The day after payday?

Other questions that might have to be asked include how long have the employees been on the job? Are they new employees? Are they adequately trained?

Learning from Past Events

When reviewing your injuries/illnesses entries, determine if there is a common area where the incidents are happening or a particular process that can be changed to prevent additional events from occurring. Don't just say, for example, we have had head injuries, so we must have employees wear hard hats. In other words, it may not be enough to just provide employees with personal protective equipment — try to get at the root of the problem to *prevent* injuries in your workplace.

You might want to visit the site where the incident occurred. Ask the questions: who, what, where, why, when and how? Were there any special circumstances at the time?

Determine the root cause. Is a head injury being caused by a low ceiling where employees have to duck under a pipe or plenum? Might a trip be caused by uneven or broken pavement?

It must be noted that the resolution of factors that caused the injury belongs to the department where the incident happened. Have each department choose a person who will be responsible for the incident resolution.

Management commitment and employee involvement to preventing injuries is vital. Identifying and resolving factors that *contribute* to injuries are the first step to *preventing* injuries.

Additional Resources

- **Safety and Health Management System eTool:**
<http://www.osha.gov/SLTC/etools/safetyhealth/index.html>
- **"Safety and Health Programs" Safety and Health Topics Page:**
<http://www.osha.gov/SLTC/safetyhealth/index.html>
- **"Making the Business Case for Safety and Health" Safety and Health Topics Page:**
<http://www.osha.gov/dcsip/products/topics/businesscase/index.html>
- **On-Site Consultation Program:**
<http://www.osha.gov/dcsip/smallbusiness/consult.html>
- **Toolbox Talks for Club Employees: Make Safety a Priority:**
<http://www.cmaa.org/legislat/makeSafetyAPriority.pdf>

For more information on how your club can benefit from the Alliance and OSHA topics specific to the club industry, please visit <http://www.cmaa.org/legislat/osha.asp> or contact Melissa Low, director, Industry Resources and Legislative Services, at melissa.low@cmma.org or (703) 739-9500. This article was written by club industry expert Alan Achatz, CCM, CHE, of AKA Capitol Adventures in conjunction with participants in the OSHA and CMAA Alliance. It does not necessarily reflect the official views of OSHA or the U.S. Department of Labor. ♦

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