Arkansas Department of Labor

U.S. Department of Labor- OSHA- Little Rock Area Office

# Integrating Safety Into Your New Management Role

## How To Lead Safety From The Top Down

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# Guidebook Objective

This book was designed to assist new managers concerning what steps they need to take to develop and maintain an effective safety and health system. Other information in the book includes how to budget, support, and enhance a safety climate.

This guidebook contains statements from these top managers and how they make an effective safety and health program a part of their company's policies and procedures.

On March 22, 2018, a Managers' Meeting was attended by those in top level positions with years of experience in various companies around our state and the meeting was held at the Arkansas Department of Labor. The goal was to begin the creation of a publication in order to help new managers. Ralph T. Hudson, Deputy Director, and Clark Thomas, OSHA Consultation Project Manager, Arkansas Department of Labor along with Carlos Reynolds, Area Director, U.S. Department of Labor's OSHA initiated the meeting, in hopes of gathering enough information and opinions from various top managers to produce this guide.

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# Message from a Safety Manager on Making a Death Notification

*"Delivering the Death Notification to the family of the employee is one of the most difficult things I have ever had to do. I was already overwhelmed by the death of my co-worker, friend and brother who I spent more of my time with at work than my own family due to the nature of our jobs. There are so many feelings that I was experiencing sadness, pain, anger and I have to go to the family and tell them they just lost their family member. I'm driving down the road on the way to the family's home and all those feelings I am going through with the addition of anxiety, nervousness, uneasiness all overwhelm me and when I get to the door and see the face of the first family member the sadness, pain and anger they are feeling knowing I am bringing them terrible news about their loved one chills you to the bone. I walk into the home and walk over to the Father, Mother and Wife and did my best to collect myself all while trying my hardest to keep all of my emotions in check and deliver the news. I was not prepared as hard as I tried to be and knowing the family member and the family made it that much more difficult. I was sick for several weeks, could not eat or sleep, cried and was depressed, it hits you like a ton of bricks and the weight of it is smothering. Only time helps you through it but you never forget it, never!"* - Kelly Olivier, EHS Manager, Conifex Timber, Inc. - El Dorado

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Do **YOU** want to participate in a death notification?

# Managers' Meeting

## March 22, 2018

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# OSHA Area Director's Message

OSHA®
Occupational Safety and Health Administration

April 26, 2018

Dear New Managers,

While serving as OSHA Area Director of the Little Rock, Arkansas office, since 2008, I have had the unique opportunity to be involved in both enforcement and compliance assistance throughout the state. I have watched how federal government, state government, and various industries in the state consistently work together to address and overcome safety and health issues in a proactive manner. The strongest advice I can provide to you is to become active locally, and at a state level, in the various opportunities that the Arkansas Department of Labor's OSHA Consultation Division has available and to remain committed to protect your greatest resource at your company... your employees.

Sincerely,

Carlos M. Reynolds
Area Director
U.S. Department of Labor OSHA
Little Rock Area Office
501-224-1841

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# Arkansas Department of Labor Director's Message

Asa Hutchinson
Governor

STATE OF ARKANSAS
ARKANSAS DEPARTMENT OF LABOR
10421 WEST MARKHAM · LITTLE ROCK, AR 72205-2190
Phone: 501-682-4500 Fax: 501-682-4506 TRS: 800-285-1131

Leon Jones, Jr.
Director

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Dear Managers,

As Director of the Arkansas Department of Labor, I am proud to endorse this Integrating Safety into Your New Management Role Booklet. It is designed to encourage you to place a high value on safety and health at your worksite. This booklet was put together by many of Arkansas' top managers, along with my staff and OSHA area office.

It is a proven fact that a safe workforce is more productive and the employees' morale is greater.

I am fully aware of the responsibilities in overseeing the success of your company's worksite. Therefore, I commit to you my staff to assist you in implementing an effective safety and health system.

If I can help you, please do not hesitate to contact me.

Best regards,

Leon Jones, Jr.
Director

# OSHA Consultation

# Project Manager's Message

April 24, 2018

Dear New Managers,

As the Project Manager for the Arkansas Consultation Program, I wanted to introduce to you a program that is designed to assist employers in meeting OSHA's safety and health standards.

This service is a tax paid forward, voluntary program. OSHA consultation service is a service that must be requested by the employer. Once the program receives a request, the program's consultant will visit your operation and conduct a comprehensive or partial survey of your facility.

Each visit is designed to look for hazards. If hazards are found, suggested methods for correcting those hazards are recommended to the employers.

There are many additional services available to you, the employer. To find out more about these services, call: 501-682-4523 or email: clark.thomas@arkansas.gov.

Wishing you complete success.

Sincerely,

Clark Thomas
OSHA Consultation Project Manager
Phone: (501) 682-4523
Website: http://labor.arkansas.gov

ARKANSAS DEPARTMENT OF LABOR
10421 W MARKHAM STREET
LITTLE ROCK, AR 72205

**Our Vision:**

**L**eading-**A**rkansans-**B**eyond-**O**rdinary-**R**esults

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# Managers' Meeting - Finalizing the Booklet

## Benihana's, North Little Rock

## July 12, 2018

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**TOP ROW:** Jason Young - Domtar, Enoch Snyder - Cooper Tire & Rubber Co., Ralph T. Hudson - Arkansas Department of Labor, Scott Brice - El Dorado Chemical Co., Susan Ingraham - Cintas, Tia Williams - Arkansas Department of Labor, Robby Hanry - Conifex, Michael Marrs - J.A. Riggs Tractor Co., Randy Evans - Canfor Southern Pine, and Kelly Olivier - Conifex El Dorado, Inc.

**BOTTOM ROW:** Mike Parish - McKee Foods, Corp., Nita Matlock - Arkansas Department of Labor, Tena Andrews - McKee Foods, Corp., Tonia Cooper - Arkansas Department of Labor, Alicia A. Evans - Arkansas Department of Labor, Ocie Robinson, Arkansas Department of Labor, Keneasha Scott, Kristen Gammel - Conifex, Lee Walker - Central Moloney, Inc., and Clark Thomas - Arkansas Department of Labor

**NOT PICTURED:** Mark Howell, Todd Franks - Siplast, Inc., Jim Gilbert - Butterball, Deanna Dykes - Calion Lumber Co., Lance Owens - El Dorado Chemical Co., Cheryl Smith - Butterball, Erick Wiggins - Bekaert Corp., Mike Rogers - Tyson Foods, David Hodges - Producers Rice Mill, Inc., Jeff Gammon - Nucor-Yamato Steel, J. Scott Cole - Cooper Tire & Rubber Co., Elizabeth Nealy - Cintas, Tim Broughton - McKee Foods, Corp., Bill Folk - Butterball, and Carlos Reynolds - U.S. Department of Labor/OSHA

# Question # 1

**Question #1: What are the underlying reasons why you value safety?**

**Consensus Statement:** When you value your team, you value their safety.

**Guiding Principles to Valuing People - A Manager Must Consider the Following:**

- It's the right thing to do.
- A valued employee is a safe employee.
- Look at each worker as if they are family.
- Consider the negative impact on a killed/injured worker's family and his/her co-workers.
- The company reputation is at stake in the community.

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# Question # 2

**Question #2: What criteria do you use to determine your capital appropriation for improving and updating your equipment, machinery, and processes to improve a company's safety?**

**Consensus Statement:** We must consider that safety is a number one priority. Therefore, we conduct risk assessments on equipment, machinery, and processes and use the findings to help with decision making.

**Guiding Principles to Making a Capital Appropriation Decision:**

- Determine impact and liabilities for not updating equipment.
- Meet and discuss routine and non-routine tasks to determine the need for change.

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# Question # 3

**Question #3: How do you communicate your commitment to safety?**

**Consensus Statement:** By our actions and leadership we empower associates to be proactive in eliminating unsafe acts or conditions.

**Guiding Principles to Communicating a Manager's Safety Commitment:**

- Lead by example.
- Demonstrate positive action - give accurate and timely feedback, if there is a delay, give internal feedback and explain what the delay is completing a project - provide written statements when necessary.
- Allow employees to have ownership of safety program.
- Be visible in the plant – tour the operations, ask questions, and have talks with employees.
- Build a stronger working relationship - visit with workers and get to know them at a deeper level, other than manager/worker.
- Treat employees with respect. Value employee input. Give employees positive recognition. Make sure discipline is warranted and follow company policy. Be fair.
- Reward people who perform leading indicators.
- Hold employees and supervisors equally accountable.
- Provide needed training and give employees the opportunity to attend a local Arkansas Department of Labor conference and other safety conferences.

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# Question # 4

**Question #4: How can I be personally involved in fostering and monitoring a safety culture?**

**Consensus Statement:** Create and maintain a safety culture by being approachable and showing appreciation.

**Guiding Principles to Creating and Monitoring a Safety Culture:**

- Engage the workforce - attend safety meetings, start safety team meetings to discuss employee safety concerns.
- Have an open door policy to address safety concerns.
- Meet the families - have plant picnics and written feedback from children: Why they want their family members to work safely?
- Make your actions visible - post list on bulletin board employees' concerns and action taken. If action is not completed, explain the progress, and expected date of completion.
- Establish an effective safety team.
- Ensure management and employees are held equally responsible for maintaining a safety culture.
- Recognize and give recognition to employees. Let the employees come up with safety improvement suggestions by turning in hazards, and how they think they should be addressed.
- As a manager, always meet with new hires and let the new employees know that safety is a value.

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# Question # 5

**Question #5: If a company doesn't have an effective safety culture, how would you view that company's future?**

**Consensus Statement:** Without a positive safety culture, there will be loss of production, injured people, loss of customers, bad reputation in the community, possible plant closing, bankruptcy, and difficulty in hiring and/or loss of quality workers.

**Guiding Principles to Sustaining a Company's Future by Having an Effective Safety and Health System:**

- Be a manager who cares about people, your own personal reputation as well as that of the company.
- Make safety a part of supervisor's performance standard.
- Institute an internal quality safety management system, then hold regular meetings to determine its effectiveness.

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# Question # 6

**Question #6: What advice would you give to managers that do not embrace safety?**

**Consensus Statement:** Nothing is more important than a positive safety culture.

**Guiding Principles to Motivate a Manager to Effectively Embrace Safety:**

- Been nice knowing you! If you don't embrace safety, you are destined to fail as a manager.
- Do you want to be held responsible for an employee being killed on your watch, i.e., do you want to participate in a death notification?
- Come to understand that safety pays.
- Hold yourself to a higher standard as it relates to safety.
- Find a trusted mentor and follow his/her advice.

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# Messages from Injured Workers

*" 3:00 a.m. Feb.14, 1994. I was working the graveyard shift at Alumax. I was in the rubber roll shop grinding a paint applicator roll. The roll was still tacky from residual paint. The high speed grinder was moving towards me. I put my hand upon the roll to check the surface. My hand momentarily stuck to the roll and then was thrown into the path of the grinder. My life was forever changed in less than a second. The things that you do in every-day life that you take for granted, are gone - the way you feed yourself and get dressed. The simple act of tying a shoelace is now a challenge. Learning how to sign your name and being able to recognize it.*

*Please pay attention to your surroundings, so you can return home safely to your loved ones. "* - B. Woods, Ashdown, AR

~*~

*"The day I was assigned to train the new employee, I turned off the power to the machine, but failed to lockout or release any stored energy. At which time I was setting in dies, the trainee came over to witness what I was do-ing and he inadvertently stepped on the foot activate control. It released the break and it came down and cut off all four fingers except the thumb.*

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# Messages from Injured Workers

*"..Since my injury, I have experienced difficulties:*

*Tying my shoe laces*

*Showering*

*Handling wrenches when both hands are necessary*

*During cold weather the hand becomes painful*

*Finding a proper glove to fit shoulders*

*Interfering with social life*

*Scratching my back*

*Had nightmares - afraid of machines and afraid to go back to work*

*I had to participate in psychological treatment because I became mentally depressed and my marriage ended in divorce. I've had eight surgeries over a two year period. I could not interact with my children. I'm embarrassed to go out in public because I'm concerned about other's perception of me.*

*My advice is, make sure you lockout and tagout all energy sources and bleed off all stored energy. Make sure all safety features are working and follow all safety procedures. If you are not sure about a piece of equipment, it never hurts to ask."* - Jimmy L., El Dorado, AR

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# Messages from Injured Workers

*"About 2 am in the morning I was operating a metal bending press. One of the safety devices for the machine wasn't working properly so a home-made tool was made to reach in and remove the product from the press. The tool didn't work correctly so I had to reach in with my hands to remove product. I reached in to retrieve metal and machine activated, crushing both hands. It took mechanics and emergency personnel 2 hours to get me free.*

*They transported me to the hospital where I was in surgery for 4 hours. I went to Little Rock to see another surgeon where I was told the next day that both my hands and part of my arms had to be removed. I spent about a week in the hospital before coming home reality set in when I got home. Someone had to bathe me because I couldn't use a wash rag or soap. Going to the restroom required someone to clean me because I couldn't use toilet paper. A month after I came home from the hospital, my husband left me which led to our divorce. In the morning I had to have someone fix my coffee. I had to drink it through a straw. To drink a Coke, I had to use my teeth to open the can. I could no longer cook for my children. I had to be fed. I lost all respect for myself because I thought - who would want a woman without hands. I wouldn't even go out in public due to the embarrassment of having people see me without hands. I wasn't able to work to provide for my children.*

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# Messages from Injured Workers

*"...I was only receiving a small amount from Workers' Comp, which put me in a financial struggle. My kids didn't have money for school due to my financial struggles. My house and motorcycle were foreclosed on because I was unable to work.*

*A few months later I received hooks for both of my arms. It took months to adjust to the hooks so I could write, hold a coffee cup or get something out of the cabinet. I wasn't able to ride my motorcycle even with my hooks. A special ring adapter was added to the steering in my car so I could drive.*

*I loved to paint and draw, so it was like starting kindergarten.*

*I had to learn to do the simplest task all over. I spent many nights crying myself to sleep.*

*If a simple lockout procedure would have been performed, I would have not lost everything I owned including my hands. I give OSHA permission to use this testimony so that it may keep someone from going through the same struggles I have endured."* -Anonymous, El Dorado, AR

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# Quotes from Participating Company Representatives

*"The team member is important because of the process, the process is important because of the team member.*

*Lack of a good safety program costs the company an arm and a leg.*

*Tyson Foods most valuable asset and consideration is our team members. Everything we do has their health, safety, and wellness at its core.*

*Safety rules, policies, procedures, regulations, metrics, and expectations are all null and void without leadership buy-in and ownership. The safety culture at Tyson Foods is more than a program, it's our core desire for our team members."* - Mike Rogers, Sr. Director Maintenance, Refrigeration, and Reliability Engineering, Tyson Foods

~*~

*"Personal safety is our highest priority and most significant responsibility as a leader."* - Tim Broughton, Vice President, McKee Foods Corporation

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# Quotes from Participating Company Representatives

*"A world class safe working environment for all employees is the goal. This can be achieved when management accepts the responsibility of providing a safe work environment through their active leadership and support, and employees engage and participate in the implementation of safe work practices. Together management and employees can create:*

*A safe work environment that builds employees' morale.*

*A safe work environment that improves production output.*

*A safe work environment that improves work relations with your customers.*

*A safe work environment that improves the bottom line.*

*Safety is not just a word. It's a way of doing business in the 21st century. Don't be left behind. Accept the challenge. Don't just comply with rules, excel with innovation. Create a world class safe working environment for your company."* -Todd Franks, Corporate Standards Manager, Siplast, Inc.

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# Acknowledgement from Arkansas SHARP/VPP Association

April 24, 2018

Dear New Managers:

It is my pleasure to share some ideas on the importance of management's contributions to providing a safe work environment. It takes a safety-minded manager to make the difference in the workplace; the difference that the employees can see and be encouraged to follow. One way a manager can learn about that difference is attending Arkansas SHARP/VPP Association meetings. At these meetings, managers can learn the latest strategies for implementing effective safety practices.

Some strategies for a safety-minded manager to follow are:

- Set the example by always wearing proper Personal Protection Equipment (PPE).
- Observe and report to the employees the positive safety findings from an inspection.
- "Break through the wall" and embrace and engage in safety activities with employees.

As chairperson of the Arkansas SHARP/VPP Association, I am pleased to endorse the publication "Guide Book 101 for New Managers on How to Approach Safety." This guidebook is the result of the combined efforts of our state industrial managers, federal OSHA, and the Arkansas Department of Labor. These safety-minded Arkansans have created an insightful guidebook to share their ideas and experiences that will help lead a new manager to safety. I know you will find this guidebook useful in creating a safe work environment for all Arkansans.

Sincerely,

Todd Franks

Todd Franks
Arkansas SHARP/VPP Association Chairperson
Siplast, Inc.

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# Arkansas SHARP/VPP Association

**What is SHARP?** SHARP (Safety & Health Achievement Recognition Program) is a federal recognition and exemption program that rewards employers with fixed worksites who have exemplary safety and health management systems and safe workplaces. It honors companies that exhibit excellence through the implementation of outstanding safety and health programs.

**What is a VPP Program?** VPP (Voluntary Protection Program) is an Occupational Safety and Health Administration (OSHA) imitative that encourages private industry and federal agencies to prevent workplace injuries and illnesses through hazard prevention and control, worksite analysis, training, and cooperation between management and workers.

- The goal is to make SHARP/VPP a household name with all employers in Arkansas.
- Association is open to all employers.
- Must promote regional association membership and participation.
- No competing with the regional or national associations.
- No meetings or conference conflicting with regional or national VPP conferences.
- No dues collected for membership.
- No attempt to establish 501c3.
- No use of regional or national name.
- No lobbing efforts allowed.

**Mission:** To encourage, develop, and promote the principles of the Voluntary Protection Program among all industries within Arkansas, through mentoring, outreach and partnership between management, employees and OSHA.

For more information on SHARP/VPP

Contact - Clark Thomas

501-682-4522 or clark.thomas@arkansas.gov

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# Acknowledgement from NWAOSHAC

Northwest Arkansas
Occupational Safety & Health
Advisory Council

April 25, 2018

Dear New Manager,

Congratulations on your new role! As a manager, you will provide the leadership, vision, and resources needed for an effective safety and health program. Everyone agrees that a safe workplace is important, but it will not happen unless you make safety the top priority.

Demonstrate your commitment to safety and ensure that everyone in your organization is clear about his or her health and safety responsibilities. Commit adequate time and money to ensure your organization meets these responsibilities. Spend time developing safe work procedures, training employees and acting on safety incidents. Invest in maintaining and repairing equipment, providing personal protective equipment and fixing safety problems.

Good communication between your employees, supervisors and you ensures that your safety system will be effective. Discuss safety issues regularly at meetings, implement incident reporting procedures for incidents and near misses and prioritize following up on employee safety issues. Build safety into your daily operations and provide employees with information to improve their knowledge of safety.

Develop a successful safety culture in your business by leading from the top, where your actions and attitudes send a message to your employees that you are serious about safety. Your employees will enjoy coming to work and your organization will become known as "a great place to work" because of the care exhibited for their employees.

How do I know it will work? Because I work for such an organization. It took time to build our safety culture and we are continuously working to improve it. Our Vice President of Operations reminds us often "Success is a journey, not a destination."

I wish you the best on your journey,

Tena Andrews

Tena Andrews, CSHO, COHC

NWAOSHAC Chair

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# NWAOSHAC

The Northwest Arkansas Occupational Safety & Health Advisory Council was formed in 1993 and became a non-profit group in 2017. The council was formed after workers became concerned about the safety and well-being of the employees in Northwest Arkansas.

Industries were our first concern as they were the most prominent in NWA but over the years we have grown to include Construction, Health and Transportation. Our members are typically those whose duties include the safety, well-being, and/or health of employees but everyone is welcome to join. We are very passionate about what we do and would like to help you and your company keep your employees safe from occupational injuries and illnesses.

Our mission is to provide a forum for NWA businesses and industries to find answers to safety and health questions and concerns; to be a networking opportunity for employers as well as safety and health professionals.

The NWAOSHAC meets on the 1st Wednesday of each month at 11:30 am. The meeting place rotates each month between Rogers, Springdale, and Fayetteville. Each month there is a specific topic with a knowledgeable speaker. There is always an opportunity for questions and announcements after the speaker is finished. This is a good time for the sharing of best practices, networking and locating help with difficult problems.

Topics can range from OSHAs top 10 most frequently cited standard to Department of Transportation's many driver violations to what's the latest health issue.

We work closely with OSHA and the Arkansas Department of Labor to bring you the latest safety news, emphasis programs, changes to safety regulations and more.

For more information or to be added to the e-mail list, send e-mail to nwaosha@gmail.com or call 479-736-2601 x3578.

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# OSHA Consultation Services

## WE ARE HERE TO HELP!

**Arkansas Department of Labor**
**OSHA Consultation**

10421 West Markham Street
Little Rock, AR 72205-2190

Phone: 501-682-4523
Fax: 501-682-4532

www.labor.arkansas.gov

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## CONSULTATION SERVICES AVAILABLE AT NO COST!

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### CHECK US OUT!!!

Did you know that we have a Media Library with DVDs to help you with safety training?

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Available online, editable, & ready for you to make site–specific

### SAFETY AWARD PROGRAM

The Arkansas Department of Labor is pleased to present safety awards to Arkansas companies who excel in on-the-job safety.

# OSHA Consultation Contacts

**Clark Thomas - OSHA Consultation Manager**

Clark.thomas@arkansas.gov

For consultation services please contact:

**Tonia Cooper - Industrial Hygienist Supervisor**

501-682-4527

Tonia.cooper@arkansas.gov

OR

**Ocie Robinson - Safety Supervisor**

501-682-4516

Ocie.robinson@arkansas.gov

For information about our Workers' Safety Conferences or Safety Awards, please contact:

**Nita Matlock**

501-682-9092

Nita.matlock@arkansas.gov

For information about our Media Library, including DVD loans and publications, please contact:

**Alicia A. Evans**

501-682-4528

Alicia.a.evans@arkansas.gov

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# Notifying Federal OSHA for a Death Notification

You must notify OSHA within 8 hours after the death of any employee as a result of a work-related incident. **1904.39(a)(1)**

You can notify OSHA in any of the following ways:

- By telephone or in person to the OSHA Area Office that is nearest to the site of the incident.
- By telephone to the OSHA toll-free central telephone number, 1-800-321-OSHA (1-800-321-6742).
- By electronic submission using the reporting application located on OSHA's public Web site at *www.osha.gov*.

Information that must be given to OSHA includes:

- The establishment name **1904.39(b)(2)(i)**
- The location of the work-related incident **1904.39(b)(2)(ii)**
- The time of the work-related incident **1904.39(b)(2)(iii)**
- The type of reportable event (i.e., fatality, in-patient hospitalization, amputation, or loss of an eye) **1904.39(b)(2)(iv)**
- The number of employees who suffered a fatality, in-patient hospitalization, amputation, or loss of an eye **1904.39(b)(2)(v)**
- The names of the employees who suffered a fatality, in-patient hospitalization, amputation, or loss of an eye **1904.39(b)(2)(vi)**
- Your contact person and his or her phone number **1904.39(b)(2)(vii)**
- A brief description of the work-related incident **1904.39(b)(2)(viii)**

Source: www.OSHA.gov

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# A Special Thank You

The following companies made it possible for this publication to be created and we would like to give a special thank you to them and their managers for participating, as well as all other Arkansas companies.

Arkansas Department of Labor OSHA Consultation Staff

Arkansas SHARP/VPP Association

Bekaert Corporation

Butterball

Calion Lumber Company, Inc.

Canfor Southern Pine

Central Moloney, Inc.

Cintas

Conitex Timber, Inc.

Cooper Tire & Rubber Company

Domtar

El Dorado Chemical Company

J.A. Riggs Tractor Company

Little Rock Area OSHA Office

McKee Foods Corporation

Nucor-Yamato Steel

Producers Rice Mill, Inc.

Siplast, Inc.

The Scoular Company/Consolidated Grain & Barge

Tyson Foods

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**Arkansas Department of Labor**

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**Asa Hutchinson, Governor**
**Leon Jones, Jr., Director of Labor**
**Eric Harbin, Acting Regional Administrator, OSHA Region VI**

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