



human

Gary Dessler

tenth edition

resource management

Chapter 16

Part 5 Employee Relations

Employee Safety and Health

After studying this chapter, you should be able to:



- 1. Explain the basic facts about OSHA.*
- 2. Explain the supervisor's role in safety.*
- 3. Minimize unsafe acts by employees.*
- 4. Explain how to deal with important occupational health problems.*

Occupational Safety Law

➤ *Occupational Safety and Health Act*

- The law passed by Congress in 1970 “to assure so far as possible every working man and woman in the nation safe and healthful working conditions and to preserve our human resources.”

➤ *Occupational Safety and Health Administration (OSHA)*

- The agency created within the Department of Labor to set safety and health standards for almost all workers in the United States.

OSHA Standards and Record Keeping

➤ *OSHA standards*

- General industry standards, maritime standards, construction standards, other regulations and procedures, and a field operations manual.

➤ *Record keeping*

- Employers with 11 or more employees must maintain records of, and report, occupational injuries and occupational illnesses.
- Occupational illness
 - Any abnormal condition or disorder caused by exposure to environmental factors associated with employment.

OSHA Standards Examples

Guardrails not less than 2" × 4" or the equivalent and not less than 36" or more than 42" high, with a midrail, when required, of a 1" × 4" lumber or equivalent, and toeboards, shall be installed at all open sides on all scaffolds more than 10 feet above the ground or floor.

Toeboards shall be a minimum of 4" in height.

Wire mesh shall be installed in accordance with paragraph [a] (17) of this section.

What Accidents Must Be Reported Under the Occupational Safety and Health Act (OSHA)

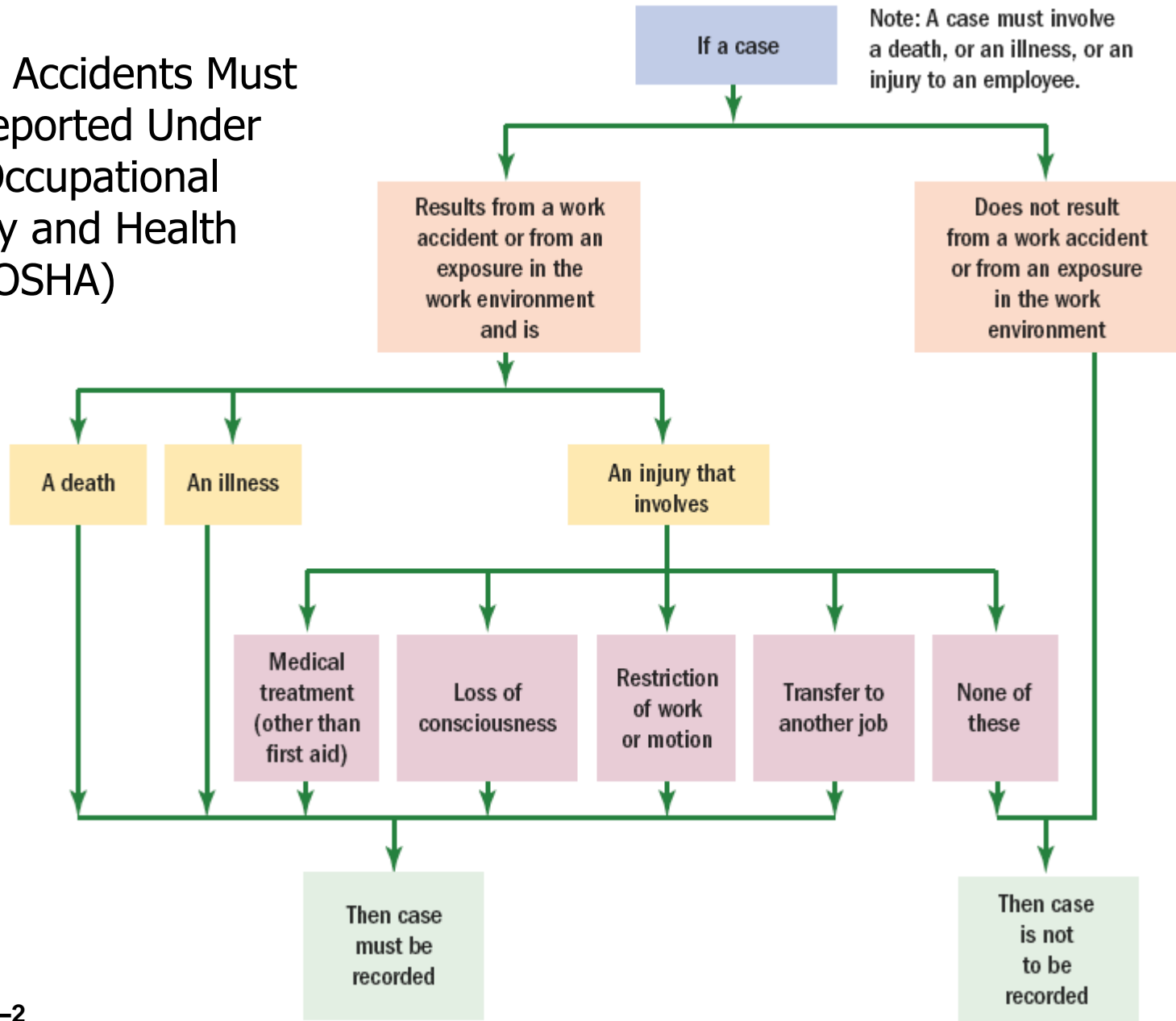


Figure 16-2

**Occupational Safety and Health Administration
Supplementary Record of
Occupational Injuries and Illnesses**

U.S. Department of Labor



This form is required by Public Law 91-596 and must be kept in the establishment for 3 years. Failure to maintain can result in the issuance of citations and assessment of penalties.

Case or File No.

Form Approved
O.M.B. No. 1218-0176

Employer

1. Name

2. Mailing address (No. and street, city or town, State, and zip code)

3. Location, if different from mailing address

See OMB Disclosure
Statement on reverse.

Injured or Ill Employee

4. Name (First, middle, and last)

Social Security No.

5. Home address (No. and street, city or town, State, and zip code)

6. Age

7. Sex (Check one)

Male

Female

8. Occupation (Enter regular job title, not the specific activity he was performing at the time of injury.)

9. Department (Enter name of department or division in which the injured person is regularly employed, even though he may have been temporarily working in another department at the time of injury.)

The Accident or Exposure to Occupational Illness

If accident or exposure occurred on employer's premises, give address of plant or establishment in which it occurred. Do not indicate department or division within the plant or establishment. If accident occurred outside employer's premises at an identifiable address, give that address. If it occurred on a public highway or at any other place which cannot be identified by number and street, please provide place references locating the place of injury as accurately as possible.

10. Place of accident or exposure (No. and street, city or town, State, and zip code)

11. Was place of accident or exposure on employer's premises?

Yes

No

12. What was the employee doing when injured? (Be specific. If he was using tools or equipment or handling material, name them and tell what he was doing with them.)

13. How did the accident occur? (Describe fully the events which resulted in the injury or occupational illness. Tell what happened and how it happened. Name any objects or substances involved and tell how they were involved. Give full details on all factors which led or contributed to the accident. Use separate sheet for additional space.)

Occupational Injury or Occupational Illness

14. Describe the injury or illness in detail and indicate the part of body affected. (e.g., amputation of right index finger at second joint; fracture of ribs; lead poisoning; dermatitis of left hand, etc.)

15. Name the object or substance which directly injured the employee. (For example, the machine or thing he struck against or which struck him; the vapor or poison he inhaled or swallowed; the chemical or radiation which irritated his skin; or in cases of stairs, ladders, etc., the thing he was falling, pulling, etc.)

16. Date of injury or initial diagnosis of occupational illness

17. Did employee die? (Check one)

Yes

No

Other

18. Name and address of physician

19. If hospitalized, name and address of hospital

Date of report

Prepared by

Official position

OSHA No. 101 (Feb. 1981)

(See Next Page/Reverse)

Form Used to Record Occupational Injuries and Illnesses

Source: U.S. Department of Labor.

Figure 16-3

OSHA Inspection Priorities

- *Inspections of imminent danger situations*
- *Inspections of catastrophes, fatalities, and accidents that have already occurred*
- *Inspections related to valid employee complaints of alleged violation standards.*
- *Periodic, special-emphasis inspections aimed at high-hazard industries, occupations, or substances.*
- *Random inspections and reinspections.*

Conduct of OSHA Inspections

- OSHA officer arrives at the workplace.
- He or she displays official credentials and asks to meet an employer representative.
- The officer explains the visit's purpose, the scope of the inspection, and the standards that apply.
- An authorized employee representative accompanies the officer during the inspection.
- The inspector can also stop and question workers (in private, if necessary) about safety and health conditions.
- The inspector holds a closing conference with the employer's representative to discuss apparent violations which may result in a **citation** and penalty.
- At this point, the employer can produce records to show compliance efforts.

Citations and Penalties

➤ *Citation*

- A summons informing employers and employees of the regulations and standards that have been violated in the workplace.

➤ *Penalties*

- Are calculated based on the gravity of the violation and usually take into consideration factors like the size of the business, the firm's compliance history, and the employer's good faith.

Most Frequently Cited OSHA Standards: The Top 10 for 2002

Standard	Subject	No. of Citations
1926.451	Scaffolding, General Requirements	8,423
1910.120	Hazard Communication	6,951
1926.501	Fall Protection	5,461
1910.134	Respiratory Protection	4,250
1910.147	Lockout/Tagout	3,973
1910.305	Electrical, Wiring Methods	3,202
1910.212	Machines, General Requirements	2,878
1910.178	Powered Industrial Trucks	2,574
1910.303	Electrical Systems Design	2,291
1910.219	Mechanical Power-Transmission Apparatus	2,088

Note: Data shown reflect Federal OSHA citations issued during the period October 2001 through September 2002. Penalty amounts represent the assessment for the specified citation as of November 2002, taking into consideration all settlement adjustments.

Source: James Nash, "Enforcement: Scaffolding Is Still No. 1," *Occupational Hazards* Jan. 2003, p. 14.

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Figure 16-4

16-11

Inspection Guidelines

➤ *Initial Contact*

- Refer the inspector to the company's OSHA coordinator.
- Check the inspector's credentials.
- Ask the inspector why he or she is inspecting the workplace: Complaint? Regular scheduled visit? Fatality or accident follow-up? Imminent danger?
- If the inspection stems from a complaint, you are entitled to know whether the person is a current employee, though not the person's name.
- Notify your counsel, who should review all requests for documents and information, as well as documents and information you provide.

Inspection Guidelines (cont'd)

➤ *Opening Conference*

- Establish the focus and scope of the planned inspection.
- Discuss the procedures for protecting trade secret areas.
- Show the inspector you have safety programs in place. He or she may not go to the work floor if paperwork is complete and up to date.

Inspection Guidelines (cont'd)

➤ *Walk-around inspection*

- Accompany the inspector and take detailed notes.
- If the inspector takes a photo or video, you should, too.
- Ask for duplicates of all physical samples and copies of all test results.
- Be helpful and cooperative, but don't volunteer information.
- To the extent possible, immediately correct any violation the inspector identifies.

Responsibilities and Rights of Employers

➤ *Employer responsibilities*

- To meet the duty to provide “a workplace free from recognized hazards.”
- To be familiar with mandatory OSHA standards.
- To examine workplace conditions to make sure they conform to applicable standards.

➤ *Employer rights*

- To seek advice and off-site consultation from OSHA.
- To request and receive proper identification of the OSHA compliance officer before inspection.
- To be advised by the compliance officer of the reason for an inspection.

Responsibilities and Rights of Employees

➤ *Employee responsibilities*

- To comply with all applicable OSHA standards
- To follow all employer safety and health rules and regulations.
- To report hazardous conditions to the supervisor.

➤ *Employee rights*

- The right to demand safety and health on the job without fear of punishment.

➤ *OSHA cannot cite employees for violations of their responsibilities.*

Dealing with Employee Resistance

- *The employer is liable for any penalties that result from employees' noncompliance with OSHA standards.*
 - **Ways to gain compliance**
 - Bargain with the union for the right to discharge or discipline an employee who disobeys an OSHA standard.
 - Establish a formal employer-employee arbitration process for resolving OSHA-related disputes.
 - Use positive reinforcement and training for gaining employee compliance.

You Have a Right to a Safe and Healthful Workplace. **IT'S THE LAW!**

- You have the right to notify your employer or OSHA about workplace hazards. You may ask OSHA to keep your name confidential.
- You have the right to request an OSHA inspection if you believe that there are unsafe and unhealthful conditions in your workplace. You or your representative may participate in the inspection.
- You can file a complaint with OSHA within 30 days of discrimination by your employer for making safety and health complaints or for exercising your rights under the OSH Act.
- You have a right to see OSHA citations issued to your employer. Your employer must post the citations at or near the place of the alleged violation.
- Your employer must correct workplace hazards by the date indicated on the citation and must certify that these hazards have been reduced or eliminated.
- You have the right to copies of your medical records or records of your exposure to toxic and harmful substances or conditions.
- Your employer must post this notice in your workplace.



The Occupational Safety and Health Act of 1970 (OSH Act), PL. 91-596, assures safe and healthful working conditions for working men and women throughout the Nation. The Occupational Safety and Health Administration, in the U.S. Department of Labor, has the primary responsibility for administering the OSH Act. The rights listed here may vary depending on the particular circumstances. To file a complaint, report an emergency, or seek OSHA advice, assistance, or products, call 1-800-321-OSHA or your nearest OSHA office: • Atlanta (404) 562-2300 • Boston (617) 565-9860 • Chicago (312) 353-2220 • Dallas (214) 767-4731 • Denver (303) 844-1600 • Kansas City (816) 426-5861 • New York (212) 337-2378 • Philadelphia (215) 861-4900 • San Francisco (415) 975-4310 • Seattle (206) 553-5930. Teletypewriter (TTY) number is 1-877-889-5627. To file a complaint online or obtain more information on OSHA federal and state programs, visit OSHA's website at www.osha.gov. If your workplace is in a state operating under an OSHA-approved plan, your employer must post the required state equivalent of this poster.

1-800-321-OSHA
www.osha.gov

U.S. Department of Labor  • Occupational Safety and Health Administration • OSHA 3165

OSHA Safety Poster

Figure 16–5

10 Ways To Get into Trouble with OSHA

- Ignore or retaliate against employees who raise safety issues.
- Antagonize or lie to OSHA during an inspection.
- Keep inaccurate OSHA logs and have disorganized safety files.
- Do not correct hazards OSHA has cited you for and ignore commonly cited hazards.
- Fail to control the flow of information during and after an inspection.
- Do not conduct a safety audit, or identify a serious hazard and do nothing about it.
- Do not use appropriate engineering controls.
- Do not take a systemic approach toward safety.
- Do not enforce safety rules.
- Ignore industrial hygiene issues.

What Causes Accidents?

➤ *Unsafe conditions*

- Improperly guarded equipment
- Defective equipment
- Hazardous procedures in, on, or around machines or equipment
- Unsafe storage—congestion, overloading
- Improper illumination—glare, insufficient light
- Improper ventilation—insufficient air change, impure air source

➤ *Unsafe acts*

Checklist of Mechanical or Physical Accident-Causing Conditions

I. GENERAL HOUSEKEEPING

Adequate and wide aisles—no materials protruding into aisles
Parts and tools stored safely after use—not left in hazardous positions that could cause them to fall
Even and solid flooring—no defective floors or ramps that could cause falling or tripping accidents
Waste cans and sand pails—safely located and properly used

Material piled in safe manner—not too high or too close to sprinkler heads
Floors—clean and dry
Firefighting equipment—unobstructed
Work benches orderly
Stockcarts and skids safely located, not left in aisles or passageways
Aisles kept clear and properly marked; no air lines or electric cords across aisles

II. MATERIAL HANDLING EQUIPMENT AND CONVEYANCES

On all conveyances, electric or hand, check to see that the following items are all in sound working conditions:

Brakes—properly adjusted
Not too much play in steering wheel
Warning device—in place and working
Wheels—securely in place; properly inflated
Fuel and oil—enough and right kind

No loose parts
Cables, hooks, or chains—not worn or otherwise defective
Suspended chains or hooks conspicuous
Safely loaded
Properly stored

III. LADDERS, SCAFFOLD, BENCHES, STAIRWAYS, ETC.

The following items of major interest to be checked:

Safety feet on straight ladders
Guardrails or handrails
Treads, not slippery
No cracked, or rickety

Properly stored
Extension ladder ropes in good condition
Toeboards

Safety Checklist

Supervisors: Please review each relevant item with your new employee to ensure a safe and healthful workplace. Check off items as information is explained to the employee or note "NA" for not applicable. Environmental Health and Safety requires that this form be completed and signed before the employee is allowed to start work.

Employee _____ Date Begin _____

Dept _____ Job Title _____

Supervisor _____ Box # _____

Safety

- ____ 1. Review hazardous elements specific to job (chemicals; discuss routes of entry and effects of overexposure, extreme heat; machinery; etc.)
- ____ 2. Review hazardous elements specific to job (chemicals; discuss routes of entry and effects of overexposure, extreme heat; machinery; etc.)
- ____ 3. Review administrative control in effect (limited exposure time, rotating jobs, distance from operation, etc.)
- ____ 4. Review applicable safe work procedures (proper lifting techniques, two-man jobs, etc.)
- ____ 5. Distribute and review use of personal protective equipment required (explain why equipment is needed)
- ____ 6. Review Health and Safety manual
- ____ 7. Review written Hazard Communication program and MSDS for chemicals specific to the operation
- ____ 8. Review Lockout/Tagout program
- ____ 9. Review Safe Operating Procedures (SOPs) for equipment employee will be expected to use

Safety

- ____ 1. Review evacuation procedure in case of fire or disaster (walk employee through primary and secondary emergency exit routes for his/her work area)
- ____ 2. Identify all fire extinguishers, type of fire to be used on, and review fire extinguisher operation
- ____ 3. Identify all fire alarm pull boxes

Health

- ____ 1. Identify first-aid stations and services/equipment available
- ____ 2. Inform employee of person(s) to contact in case of emergency
- ____ 3. Identify emergency response personnel
- ____ 4. Review employee right-to-access exposure and medical records

Accident Reporting

- ____ 1. Review accident/incident reporting procedure (encourage employee to bring to your attention any unsafe conditions or unsafe work practices)
- ____ 2. Review rights and internal assistance available with regard to workers' compensation

Supervisor's Signature _____ Supervisor Print Name _____ Date _____

Employee's Signature _____ Date _____

Figure 16-7


How to Prevent Accidents

- *Remedy unsafe conditions*
- *Emphasize safety*
- *Select safety-minded employees*
- *Provide safety training*
- *Use posters, incentive programs, and positive reinforcement to motivate employees*
- *Use behavior-based safety*
- *Use employee participation*
- *Conduct safety and health audits and inspections*

Cut-Resistant Gloves Ad









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Protective Eyewear
Protective Clothing

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Cut Resistant Gloves



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Survivor



KEVLAR®



Coated KEVLAR®



Bear Kat



Grip Sharp



Sleeves

Features



Industry Applications

Common applications include but are not limited to: Food preparation, canning, food processing, glass handling and metal fabricating, electronics, meat packing, glass cutting and metal handling, bottling, automotive, sheet metal handling, recycling, electrical work, light heat applications and other applications requiring cut protection.

Notes

MCR Safety • 5321 East Shelby Drive • Memphis Tennessee • 38118
 Call Toll Free: 800-955-6887 • FAX: 800-999-3908

Figure 16–8

Employee Safety Responsibilities Checklist

Employee Safety Responsibilities Checklist

- Know what constitutes a safety hazard.
- Be constantly on the lookout for safety hazards.
- Correct or report safety hazards immediately.
- Know and use safe work procedures.
- Avoid unsafe acts.
- Keep the work area clean and uncluttered.
- Report accidents, injuries, illnesses, exposures to hazardous substances, and near misses immediately.
- Report acts and conditions that don't seem right even if you aren't sure if they're hazards.
- Cooperate with internal inspections and job hazard analyses.
- Follow company safety rules.
- Look for ways to make the job safer.
- Participate actively in safety training.
- Treat safety as one of your most important job responsibilities.

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Figure 16–9

16–25

Reduce Unsafe Conditions

Identify and eliminate unsafe conditions.

Use administrative means, such as job rotation.

Use personal protective equipment.

Reduce Unsafe Acts

Emphasize top management commitment.

Emphasize safety.

Establish a safety policy.

Reduce unsafe acts through selection.

Provide safety training.

Use posters and other propaganda.

Use positive reinforcement.

Use behavior-based safety programs.

Encourage worker participation.

Conduct safety and health inspections regularly.

Reducing Unsafe Conditions and Acts: A Summary

Table 16–1

Controlling Workers' Compensation Costs

➤ *Before the accident*

- Communicate written safety and substance abuse policies to workers and then strictly enforce those policies.

➤ *After the accident*

- Be proactive in providing first aid, and make sure the worker gets quick medical attention.
- Make it clear that you are interested in the injured worker and his or her fears and questions.
- Document the accident; file required accident reports.
- Encourage a speedy return to work.

Workplace Health Hazards: Remedies

➤ *The Basic Industrial Hygiene Program*

- Recognition: identification of a possible hazard
- Evaluation: assessing the severity of the hazard
- Control: elimination or reduction of the hazard

➤ *Workplace hazards*

- Asbestos Exposure
- Infectious Diseases
- Alcoholism and Substance Abuse

Workplace Exposure Hazards

- Chemicals and other hazardous materials.
- Excessive noise and vibrations.
- Temperature extremes.
- Biohazards including those that are normally occurring (such as mold) and manmade (such as anthrax).
- Ergonomic hazards (such as poorly designed equipment that forces workers to do their jobs while contorted in unnatural positions).
- Slippery floors and blocked passageways.

OSHA Substance- Specific Health Standards

Substance	29 CFR 1910
Asbestos	.1001
Vinyl chloride	.1017
Inorganic arsenic	.1018
Lead	.1025
Cadmium	.1027
Benzene	.1028
Coke oven emissions	.1029
Cotton dust	.1043
1,2-Dibromo-3-chloropropane	.1044
Acrylonitrile	.1045
Ethylene oxide	.1047
Formaldehyde	.1048
4,4'-Methylene-dianiline	.1050
Methylene chloride	.1051

Source: John F. Rekus, "If You Thought Air Sampling Was Too Difficult to Handle, This Guide Can Help You Tackle Routine Sampling with Confidence, Part 1," *Occupational Hazards*, May 2003, p. 43

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Table 16–2

16–30

Dealing with Workplace Drug Abuse

- *If an employee appears to be under the influence of drugs or alcohol:*
 - Ask how the employee feels and look for signs of impairment such as slurred speech.
 - Send an employee judged unfit for duty home.
 - Make a written record of your observations and follow up each incident.
 - Inform workers of the number of warnings the company will tolerate before requiring termination.
 - Refer troubled employees to the company's employee assistance program.

Observable Behavior Patterns Indicating Possible Alcohol-Related Problems

Stage	Absenteeism	General Behavior	Job Performance
I Early	Tardiness Quits early Absence from work situations ("I drink to relieve tension")	Complaints from fellow employees for not doing his or her share Overreaction Complaints of not "feeling well" Makes untrue statements	Misses deadlines Commits errors (frequently) Lower job efficiency Criticism from the boss
II Middle	Frequent days off for vague or implausible reasons ("I feel guilty about sneaking drinks"; "I have tremors")	Marked changes Undependable statements Avoids fellow employees Borrows money from fellow employees Exaggerates work accomplishments Frequent hospitalization Minor injuries on the job (repeatedly)	General deterioration Cannot concentrate Occasional lapses of memory Warning from boss

Note: Based on content analysis of files of recovering alcoholics in five organizations. From *Managing and Employing the Handicapped: The Untapped Potential*, by Gopal C. Patl and John I. Adkins Jr., with Glenn Morrison (Lake Forest, IL: Brace-Park, Human Resource Press, 1981).

Source: Gopal C. Patl and John I. Adkins Jr., "The Employer's Role in Alcoholism Assistance," *Personnel Journal* 62, no. 7 (July 1983), p. 570.

Observable Behavior Patterns Indicating Possible Alcohol-Related Problems

Stage	Absenteeism	General Behavior	Job Performance
III Late	Frequent days off; several days at a time	Aggressive and belligerent behavior Domestic problems interfere with work	Far below expectation Punitive disciplinary action
Middle	Does not return from lunch ("I don't feel like eating"; "I don't want to talk about it"; "I like to drink alone")	Financial difficulties (garnishments, and so on) More frequent hospitalization Resignation: Does not want to discuss problems Problems with the laws in the community	
IV Approaching Terminal Stage	Prolonged unpredictable absences ("My job interferes with my drinking")	Drinking on the job (probably) Completely undependable Repeated hospitalization Serious financial problems Serious family problems: divorce	Uneven Generally incompetent Faces termination or hospitalization

Note: Based on content analysis of files of recovering alcoholics in five organizations. From *Managing and Employing the Handicapped: The Untapped Potential*, by Gopal C. Patl and John I. Adkins Jr., with Glenn Morrison (Lake Forest, IL: Brace-Park, Human Resource Press, 1981).

Source: Gopal C. Patl and John I. Adkins Jr., "The Employer's Role in Alcoholism Assistance," *Personnel Journal* 62, no. 7 (July 1983), p. 570.

Table 16-3 (cont'd)

Workplace Substance Abuse and the Law

➤ *The Drug-Free Workplace Act*

- Requires employers with federal government contracts or grants to ensure a drug-free workplace by taking (and certifying that they have taken) a number of steps.

➤ *Types of drug tests*

- Pre-employment tests
- Random tests
- Post-accident
- Reasonable suspicion
- Return-to-duty testing

Reducing Job Stress: Personal

- Build rewarding, pleasant, cooperative relationships
- Don't bite off more than you can chew.
- Build an effective and supportive relationship with your boss.
- Negotiate with your boss for realistic deadlines on projects.
- Learn as much as you can about upcoming events and get as much lead time as you can to prepare for them.
- Find time every day for detachment and relaxation.
- Take a walk to keep your body refreshed and alert.
- Find ways to reduce unnecessary noise.
- Reduce trivia in your job; delegate routine work.
- Limit interruptions.
- Don't put off dealing with distasteful problems.
- Make a "worry list" that includes solutions for each problem.

Reducing Job Stress: Organizational

- Provide supportive supervisors
- Ensure fair treatment for all employees
- Reduce personal conflicts on the job.
- Have open communication between management and employees.
- Support employees' efforts, for instance, by regularly asking how they are doing.
- Ensure effective job–person fit, since a mistake can trigger stress.
- Give employees more control over their jobs.
- Provide employee assistance programs including professional counseling.

Burnout

➤ *Burnout*

- The total depletion of physical and mental resources caused by excessive striving to reach an unrealistic work-related goal.

➤ *Recovering from burnout:*

- Break the usual patterns to achieve a more well-rounded life.
- Get away from it all periodically to think alone.
- Reassess goals in terms of their intrinsic worth and attainability.
- Think about work: could the job be done without being so intense.

Other Workplace Safety and Health Issues

- *Computer-Related Health Problems*
- *AIDS and the Workplace*
- *Workplace Smoking*

Violence at Work

- *Steps to reduce workplace violence:*
 - Institute heightened security measures
 - Improve employee screening
 - Provide workplace violence training
 - Provide organizational justice
 - Pay enhanced attention to employee retention/dismissal
 - Take care when dismissing violent employees
 - Promptly dealing with angry employees
 - Understand the legal constraints on reducing workplace violence

Occupational Security, Safety, and Health in a Post-9/11 World

➤ *Basic prerequisites for a security plan*

- Company philosophy and policy on crime
- Investigations of job applicants
- Security awareness training
- Crisis management

➤ *Setting up a basic security program*

- Analyzing the current level of risk
- Installing mechanical, natural, and organizational security systems

Safety, Security, and Emergency Planning Initiatives Following Terrorist Incidents

Initiatives	Percent of Employers
	(146)
Safety and Security	
Personal protective equipment	46%
New/more stringent building entry procedures	43
Restricted access to some areas	19
Closed entrances/areas	17
New/additional security personnel	12
Extended work hours for security personnel	10
New security devices (e.g., metal detectors)	10
New/more stringent applicant screening	7
Physical barriers to building entry	5
Emergency Planning and Disaster Recovery	
Review emergency/disaster recovery plan(s)	46
Revise emergency/disaster recovery plan(s)	32
New/revised evacuation drills	23
Form committee or task force to address emergency planning/disaster recovery	15
Develop emergency/disaster recovery plan(s)	14
Develop/revise procedures for data backup	14
Develop/revise procedures for tracking employee whereabouts	10

Note: Due to nonresponse to demographic questions, the number of employers shown within industry any size classifications do not add to the total.

Source: Adapted from "After Sept. 11th, Safety and Security Moved to the Fore," *BNA Bulletin to Management*, January 17, 2002, p. 52.

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Figure 16–10

Basic Sources of Facility Security

- *Natural security*
 - Taking advantage of the facility's natural or architectural features in order to minimize security problems.
- *Mechanical security*
 - The utilization of security systems such as locks, intrusion alarms, access control systems, and surveillance systems.
- *Organizational security*
 - Using good management to improve security.

Evacuation Plans

- *Evacuation contingency plans should contain:*
 - Methods for early detection of a problem.
 - Methods for communicating the emergency externally.
 - Communications plans for initiating an evacuation.
 - Communications plans for those the employer wants to evacuate that provide specific information about the emergency, and let them know what action they should take next.

Security for Other Sources of Property Loss

➤ *Conducting a security audit involves:*

- Identifying all major assets, including intellectual property.
- Tracing the work processes that control each asset.
- Identifying where opportunities for crime exist, and identify areas where protective measures are needed.
- Testing security controls periodically to ensure sufficient protection.

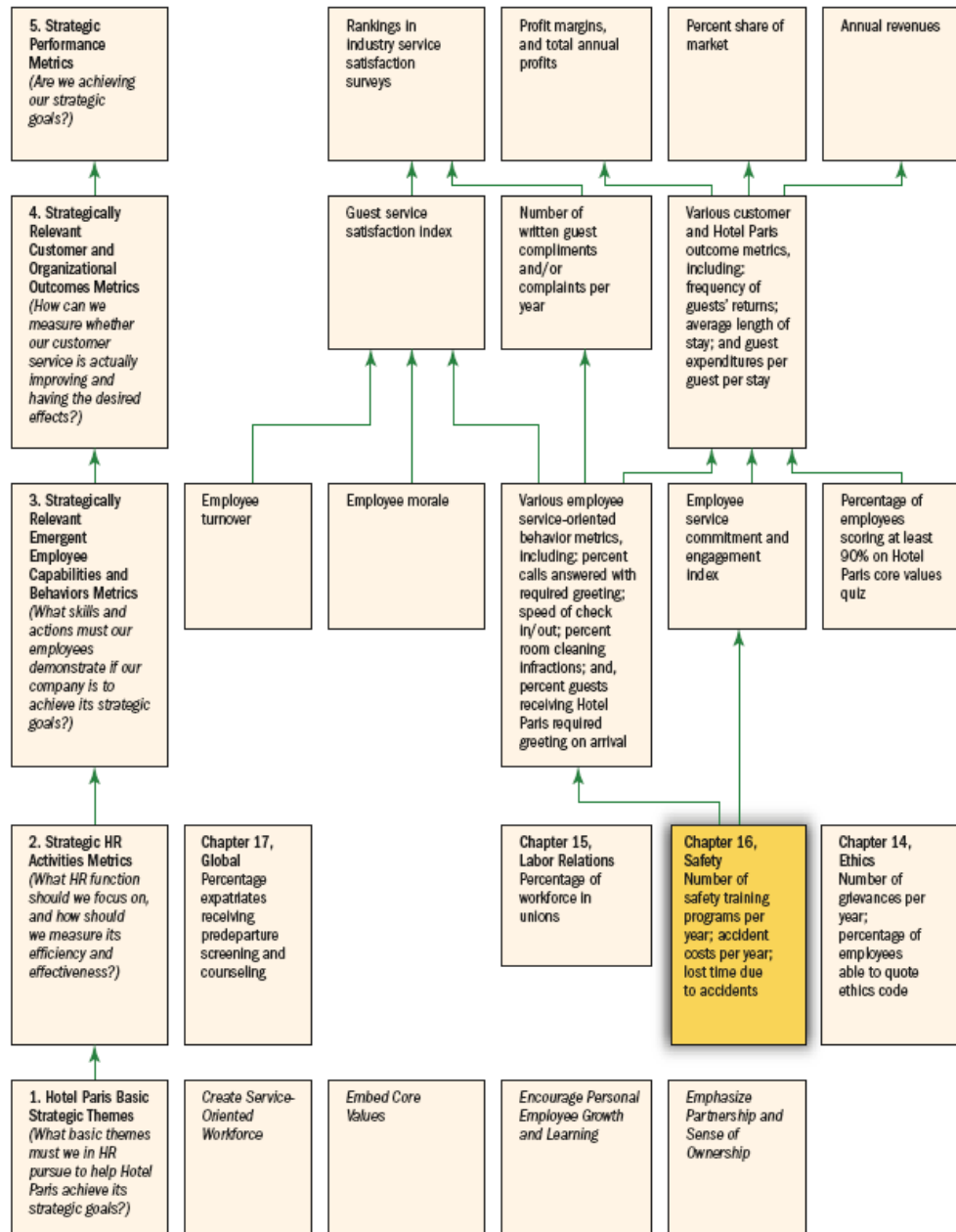
Company Security and Employee Privacy

➤ *The Federal Wire Act*

- Prohibits the interception oral, wire, or electronic communication.
- The act does permit employees to consent to the monitoring of business communications.
- Monitoring on company phones invades employees' privacy once it becomes apparent that the conversation is personal.

Investigating a Potential Security Breach

- *To investigate employees for potential security breaches:*
 - Distribute a policy that says the firm reserves the right to inspect and search employees, their personal property, and all company property.
 - Train investigators to focus on the facts and avoid making accusations.
 - Make sure investigators know that employees can request that an employee representative be present during the interview.
 - Make sure all investigations and searches are evenhanded and nondiscriminatory.



HR Scorecard for Hotel Paris International Corporation*

*Note: *(An abbreviated example showing selected HR practices and outcomes aimed at implementing the competitive strategy, "To use superior guest services to differentiate the Hotel Paris properties and thus increase the length of stays and the return rate of guests and thus boost revenues and profitability")*

Figure 16–11

Key Terms

Occupational Safety and Health Act

Occupational Safety and Health Administration (OSHA)

occupational illness

citation

unsafe conditions

behavior-based safety

burnout

material safety data sheets

(MSDS)

natural security

mechanical security

organizational security