



**CITY OF MARSHFIELD, WISCONSIN  
POLICIES AND PROCEDURES**

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CHAPTER: Safety

SUBJECT: Accident Loss and Prevention Procedures

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**Special Notes: This policy/procedure manual does not in any way constitute an employment contract and the City of Marshfield reserves the right to amend this manual at any time subject only to approval by the Common Council.**

Statement of Intent

In conjunction with the Common Council's February 25, 1980 adoption of a Safety Policy for the City of Marshfield, the following accident and loss prevention procedures are being implemented. Due to the number of departments, the varied nature of work, and physical spread of departments, the City must formalize accident and loss prevention activities, and education, utilizing written reports and records to achieve maximum effectiveness. This will necessarily result in first line involvement in each department and specifically each department head.

Every employee must become involved in Accident Prevention and must become acquainted with all phases of the program as part of their job performance. Employee safety rules shall apply to all employees and it shall be the responsibility of each department head to integrate safety in all work activities. No job shall be considered properly completed unless the employee has followed every precaution to protect themselves, the public and fellow employees from unnecessary hazards.

## Loss Prevention Program Responsibility

Safety Director – the member of the administrative staff in charge of formulating and administering the Loss Prevention Program is the Personnel Director and shall:

- 1) Formulate and administer the total accident prevention program.
- 2) Publicize/promote accident prevention to stimulate and maintain employee interest.
- 3) Insure that all City activities comply with federal, state and local laws, ordinances or orders bearing on safety and loss prevention.
- 4) Make personal inspections with the insurance carrier's safety consultant, state safety inspectors or other employees for the purpose of locating unsafe conditions and unsafe practices before they cause accidents.
- 5) Follow up with department heads to determine that problem areas noted are corrected.
- 6) Make certain all department heads properly train employees on safety procedures and assist in training employees in safety.
- 7) Maintain an accident record system, file accident reports, investigate accidents and check to see that corrective action is taken.
- 8) Responsible for OSHA and DILHR accident record keeping.
- 9) Prepare and submit reports to the Safety Committee on the status of loss prevention activities.

## Safety Committee Members – Advisory Personnel shall:

- 1) Act as a clearinghouse for all safety ideas and activities and in an advisory capacity on all matters pertaining to the City's Loss Prevention Program.
- 2) Study accidents to determine corrective action that can be taken to prevent recurrence.
- 3) Assist in the development of safety standards and rules.
- 4) Conduct promotional campaigns to maintain employee interest in safety.
- 5) Individually promote safety in the area where they work.
- 6) Assist new employees in becoming familiar with City practices and rules relative to their safety and the safety of fellow employees.
- 7) Develop forms related to the safety program.
- 8) Participate in meetings held on a quarterly basis.

## Supervisors and Safety – Supervisors shall:

Your job in management places you in a unique position of trust with the obligation to safeguard the well being of workers in your charge.

On-the-job accidents represent a serious threat to the physical well-being of your employees. You must be constantly alert to prevent these accidents, and in order to guide employees safely through their daily work supervisors must be guided by these precepts:

- 1) You are the supervisor and in a sense, therefore, you have two families. You must care for your people at work as you would care for your family at home. Be certain that employees understand and accept their personal responsibility for safety.
- 2) Know the rules of safety that apply to the work you supervise. Never let it be said that one of your employees was injured because you were not aware of the precautions required on his/her job.
- 3) Anticipate the risks, which may arise from changes in equipment or methods. Make use of the expert safety advice that is available to help you guard against such hazards.
- 4) Encourage your employees to discuss the hazards of their work with you. You should never start a job when a question of safety remains unanswered. When you listen to the ideas of your workers you uncover a source of first-hand knowledge that will help you to prevent needless loss and suffering.
- 5) Instruct your employees to work safely as you would guide or counsel your family at home-with persistence and patience.
- 6) Follow-up your instructions consistently. See to it that workers make use of the safeguards provided them. If necessary, enforce safety rules by disciplinary action. If you fail to continually enforce safety rules you fail your workers.
- 7) Set a good example. Demonstrate safety in your own work habits and personal conduct. Do not appear as a hypocrite in the eyes of your employees.
- 8) Investigate and analyze every accident, however slight, that happens to any of your employees. Where minor injuries go unheeded, crippling accidents may strike later.
- 9) Cooperate fully with those in your organization who are actively concerned with employee safety. Their dedicated purpose is to keep your employees fully able and on the job and to reduce the heavy personal toll of accidents.

#### Supervisors Safety Responsibility:

An effective safety program requires the full participation of you, the supervisor. You, as immediate supervisor, are in the best position to see that safety is made a part of the job. You are the key to making safety a part of our operations. If you do not exercise this responsibility, you are not fully managing your work, and we cannot expect to have an outstanding safety record.

As a supervisor you are responsible for, and expected to carry out, the following duties:

- 1) Instruct new employees in safety practices and job safety requirements.
- 2) Give safety instructions to all employees, either individually or as a group, before they begin any new assignment.
  - a. Hold monthly safety meetings or as determined by the safety director with your employees to discuss specific points of safety. Reports of such meetings must be forwarded to the Safety Director.
  - b. Maintain daily personal contact with employees concerning specific points of safety.
- 3) Investigate all accidents occurring under your supervision. Any job accident or near miss will require an accident report. If an accident is serious enough to cause lost time, or require off the job treatment, an additional written report will be made explaining what happened and what corrective action was taken to prevent a

recurrence. (A lost time accident is when an employee is injured severely enough so he cannot report for work at his next regularly scheduled 8-hour work shift).

- 4) Conduct daily safety inspections of your work areas to detect and eliminate unsafe conditions and unsafe practices.
- 5) Obtain first aid for injured employees.

#### Safety Procedures Indoctrination of New Employees:

When a new employee is assigned to your department you should go over specific hazards and safety rules for the job to which he/she is assigned. In addition, you should cover:

- 1) Location of first aid station.
- 2) Reporting of accidents.
- 3) Safety meetings.
- 4) Submission of safety suggestions.
- 5) Reporting of unsafe conditions.
- 6) Use of personal protective equipment.
- 7) An employee that is off work more than one day due to an accident should have a return to work slip from his doctor before returning to work.

#### Job Instructions:

Job training and safety training go hand-in-hand and both elements are essential if you are to have an efficient operation.

You are in a position to be able to teach the employees working for you about safe practices and job efficiency. Much teaching can be done by dropping the right work to the right employee at the right time and by doing it often enough. Your daily contact with department members will provide many opportunities to teach both safety and efficiency.

Do not assume that an employee is qualified to do a job safely and efficiently.

In giving employees instructions you should make use of the following, fundamental steps:

- 1) Prepare the employee by putting him/her at ease by arousing his/her interest, and finding out what he/she knows about the job.
- 2) Present each new idea and skill step by step and in logical order by demonstrating and explaining how the job is to be done.
- 3) Let the employee try the job while you stand by to help and/or reinstruct as necessary.
- 4) Follow-up at a later time to see if he/she has accomplished the job or assignment as instructed. Reinstruct as necessary.

#### Job Safety Inspections

Safety inspections are one of the primary means of locating accident-causing

conditions. They also demonstrate to employees that management is interested in safety and they help sell the safety program to employees. On the other hand, failure to detect and correct unsafe conditions and practices can destroy the worker's confidence in the program.

Critical observation of the work in terms of safe work practices and safe physical conditions should be on a continuous basis. It is part of managing your job. However, a definite time should be planned for making specific safety inspections of your work area.

Unsafe conditions and unsafe acts should be corrected as soon as they are noted. They should never be condoned by postponing action or by ignoring them.

### Accident Investigations:

The basic purpose of an accident investigation is fact finding; to determine the cause or causes of the accident so that corrective action can be taken to prevent a recurrence. Every effort should be made to avoid fault finding during the investigation. The placing of responsibility for personal failure should be kept separate from the investigation itself:

- 1) You are required to file an accident report on each accident involving a near miss, an on the job treatment injury, an injury requiring off the job treatment, and loss time accidents occurring under your supervision. All accident investigation reports will be reviewed.
- 2) The basic factors in any investigation are:
  - a. The accident – what happened?
    1. Describe the accident fully.
    2. Include all contributing factors.
  - b. The cause – what was the specific cause or causes?
    1. Consider all physical and personal factors.
    2. Look for unsafe conditions and acts.
  - c. The action for prevention – what has been done or what should be done to prevent the accident from happening again?
    1. Don't say "by being more careful" – specify what the employee should or should not have done to avoid the accident.
    2. Do not say "by giving better instructions" – specify exactly what instructions should be given to prevent a recurrence.
    3. Make improvements in maintenance and inspections procedures or provide means for better enforcement of existing procedures.
    4. Review indoctrination, toolbox meetings, and on-the-job instructions to see if additional material or improvements are needed.
  - d. The follow through – the accident investigation report is of little value unless the recommendations on the report are carried out to a practical and effective conclusion.
    1. Where defective equipment or materials are involved, make sure that corrective measures are taken wherever such equipment or materials are used on the job.

2. Where work practices are involved, make sure that all personnel donning the same or similar work are properly instructed or trained.

#### Department Safety Meetings:

Regular meetings with your department, if properly planned and conscientiously conducted, will be an invaluable aid in eliminating accidents on your job.

The following factors should be considered in planning your meetings:

- 1) The meetings should be held on the same day and at the same time. Regular meetings will provide the feeling that they are a part of the job, and a valuable one.
- 2) The meeting should be held at the beginning of a shift or right after lunch, or after a break. The best time is probably the beginning of the shift when everyone should be alert.
- 3) The meeting should be held on the job, preferably where the employees can be as comfortable as possible.
- 4) The meeting should be limited to a maximum of 30 minutes. If you get a good discussion going, continue it at the next meeting.
- 5) The discussion should cover only a single point. Don't choose too broad a subject. For example, rather than talk about hand tools, which is a broad area, limit your comments to a defective or specific type of hand tool.
- 6) The talk should be planned ahead of time, and should be designed to stimulate group participation.
- 7) After opening the meeting and presenting the hazard or problem, ask the group for suggestions and comments but don't let the conversation stray from the topic of the meeting.
- 8) Be positive in your approach.

#### Employees – Includes every member of a department, who shall:

- 1) Observe all safety precautions and report unsafe conditions and unsafe operations immediately to your immediate supervisor.
- 2) Promptly report to the department head all injuries sustained by himself/herself, or fellow employees, regardless of severity (includes minor injuries requiring minor first aid or near misses. This information is necessary for OSHA as well as Safety Committee reporting).
- 3) Act in a well-mannered, responsible and courteous manner to fellow employees and public.
- 4) Attend all scheduled training and safety meetings, unless dismissed by the department head.