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I. Introduction

Any activity involves and implies risk. It is the intent of this manual to serve as a guide to recognize the risks inherent with any activity in which employees are involved. Once the risks are recognized, appropriate steps can be taken to eliminate or control these hazards as identified.

The manual itself is to be used as a training tool for both new and seasoned employees. Its purpose is not only to give information, but also to trigger in the employee’s mind the need to be aware of the hazards associated with their job and to recognize the appropriate response to these hazards. It is up to each employee to bring the appropriate level of awareness to each task based on the hazards posed.

Most sections of this manual begin with a purpose so that all readers can know what is expected that they will learn from the information that follows. After the purpose is stated, the actual subject matter is provided. This is given in either a narrative or emphasis point format so that each topic will be dealt with as thoroughly as possible.

After the text is given, a series of exercises is provided which allows employees to either assess their ability to use the information as provided to solve real-life problems or to review their own attitudes towards safety. In some instances, they will realize that they may have to shift their attitudes or to change their behavior so that each coincides with accepted safety practices. In any event, they will be asked to think about the information given and come to their own conclusions.

While management has a duty to provide the safest working environment possible by providing sound policies and procedures as well as providing well-maintained facilities and the proper equipment, the ultimate responsibility to work safely is the employee’s, and employee’s alone, to make.

II. Safety Policy Statement

Jo Daviess County has a moral, ethical and financial duty to its employees and citizenry to provide as safe and healthful an environment as is reasonably possible. To this end, Jo Daviess County is implementing a county-wide risk management program. Every elected official and employee is expected to commit fully to this endeavor.

Accidents, no matter how minor, cause a disruption to the operation which reduces our efficiency and effectiveness. Besides the human toll, financial resources are depleted and morale is reduced whenever a loss occurs. The development and implementation of this program will benefit all who work in, live in or visit Jo Daviess County.

This program will become integrated into every aspect of Jo Daviess County. All employees are expected to follow safe working procedures and to take an active role in protecting themselves, their co-workers, the public, facilities and equipment. They are encouraged to detect hazardous conditions and operations in their area of responsibility and are expected to report them to management immediately.

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Effective risk management is simply effective management. The employees and citizens of Jo Daviess County demand and deserve nothing less.

III. Safety and Awareness

What is safety? Three definitions are useful:

“The measure of the relative freedom from risks or dangers”.

“The judgment of the acceptability of risk”.

“Avoiding those regrettable “if-only’s” all of us experience at various times throughout our lives.”

Given the above, it is the expectation of Jo Daviess County that each employee will come to work each day being fully alert, conscious and aware to face the challenges of each task in which they are involved. In turn, Jo Daviess County will ensure that the hazards posed by its operations are avoided, eliminated or controlled to the fullest extent. This is accomplished through the following:

- Developing sound work methods and procedures;
- Selecting and procuring the appropriate equipment needed to accomplish the task safely;
- Instituting acceptable personnel selection standards;
- Providing effective training;
- Adapting to changes in procedures, equipment;
- Maintaining equipment and facilities properly;
- Providing appropriate personal protective equipment when necessary.

There are two components to safety awareness. The first is the employee’s frame of mind which they bring to the jobsite each day and which is present throughout the day. This frame of mind can change during the course of the work day. This frame of mind can be affected by the following:

- Fatigue
- Moods and mood swings
- Stress
- Distractions
- Complacency

The second component is the employee’s response/ reaction to situations that arise during the course of the workday. In regards to safety, those situations that could pose physical harm to an employee if not dealt with properly are of particular interest. These situations could include: using equipment which could cause injury if not used properly; working in a roadway with traffic; lifting a piece of equipment; driving a motor vehicle; typing on a computer keyboard; making an arrest.
Further complicating the awareness puzzle is the fact that government employees work in often unstructured environments. Unlike a factory or assembly operation, the workflow cannot be laid out according to the task to optimize a safe and efficient operation. Water main breaks, snow falls, and public health emergencies cannot be scheduled. We get the work as we come to it, not the other way around.

The most extreme examples of unstructured environments are those involving public safety professionals. A structural fire is rife with hazards. Law enforcement interventions in domestic disputes and bar-room brawls involve situations so random that a number of outcomes, many of which are bad, are possible. It is only through solid, reality-based training and by being totally focused at the moment when these situations arise that a positive outcome will be achieved.

How does an employee best deal with the hazards posed by the job on a daily basis? By telling himself or herself that they need to be fully conscious and responsible at all times. Further, the employee must bring the proper level of awareness as is appropriate to the task at hand and as is appropriate to the hazards posed by the task. This means that the employee must come to work well-rested, attentive, and focused. There must also be a recognition and respect for the inherent hazards of each task that the employee performs which should be renewed constantly.

Another important point is that we need to increase our awareness and vigilance each time we encounter a transition. Transitions can be as simple as going from a level walking surface to a curb or set of steps or exiting and entering motor vehicles. Approaching, entering and passing through an intersection are other common transitions we encounter many times during the day. Complex transitions include switching from a routine patrol mode to a call for service response involving a crime in progress. We must consciously tell ourselves to be more aware during these times of change, no matter how common and mundane.

**Example Discussion**

Ask employees about their attitude towards safety in the workplace. Discuss the hazards involved with their duties at work and the means by which they deal with these hazards so as to prevent themselves from being injured. Think about the unplanned situations that come up almost daily. What are the hazards associated with these situations? What do employees do to defeat these hazards?

From their own experience, ask employees to complete the sentence “If only I had...” in the context of accidents or near misses in which they have been involved. Discuss this with employees.

**IV. Responsibilities for Safety**

**Purpose of this Section**

1. To clearly define the responsibilities of each organizational level for the safety and loss control program.
2. To inform staff at each of these levels as to what the organization expects from each of them as regards the safety and loss control program.
3. To discuss the relationship each level has to every other level in regards to the safety and loss control program.

**Executive Level Responsibilities**

1. Set policy and develop a mandate for an effective safety and loss control program.
2. Review departmental objectives for the safety and loss control program.
3. Review accident statistics for departments as well as the organization as a whole to measure the effectiveness of safety activities within departments and the organization as a whole.

**Department Head Responsibilities**

1. Establish objectives for the departmental safety program.
2. Compile and evaluate departmental accident statistics to measure the effectiveness of safety activities and to target loss causes.
3. Develop, modify and enhance departmental safety rules.
4. Put into effect the executive level mandate for a safe and healthful work environment.
5. Insure that all methods established are within regulatory guidelines.

**Supervisor Responsibilities**

1. Develop, modify and enhance departmental safety rules.
2. Investigate all accidents and disruptive incidents as soon as practicable.
3. Provide orientation and training on departmental safety rules to new or transferred employees.
4. Conduct regular safety reminder sessions, using this manual, trade publications or other documents for topical information.
5. Inspect facilities and equipment for which responsible on a regular basis for any defects, and ensure that any defects are corrected and defective equipment is taken out of service.
6. Observe operations carefully to detect any inherent hazards.
7. Investigate and act on employee concerns or complaints about unsafe conditions or operations.
8. Put into effect the managerial mandate for a safe and healthful work environment.

**Employee Responsibilities**

1. Follow all rules for safety as provided by management, governmental regulations, and equipment manufacturers.
2. Provide input on hazardous conditions and operations and provide recommendations to eliminate or reduce the hazards.
3. Dress for the job as appropriate and wear all personal protective equipment as required by management as the hazard dictates.
4. Report all work-related injuries, motor vehicle accidents and any other disruptive incidents, such as accidents involving a member of the public on county property as soon as practical.
5. Operate all equipment as intended and with the appropriate level of care to ensure that it is not damaged or suffers needless wear and tear.
6. Inspect all equipment prior to use to detect any damage or otherwise unsafe conditions.
7. Remove all damaged, malfunctioning or unsafe equipment from service and notify supervisor.
8. Bring a level of awareness each day appropriate to each task to be performed.

Example Discussion

What is some of the information available which indicates the success of the safety program?

What information is available which indicates areas in which the safety program can be improved?

Can you identify any other responsibilities for any level given above?

V. Safety Orientation

Purpose of this Section

1. To establish who is responsible for providing new and transferred employees with orientation for safety training.
2. To establish guidelines for the type of training and the manner in which the training is delivered.
3. To insure that the training is clear and focused.

New Employee Orientation

At the direction of the department head, the supervisor is responsible for the content and delivery of new employee safety orientation. Safety training will be integrated into the general training given on such subjects as work and personnel rules. With this training, expectations will be clear, with efficient and effective behaviors cultivated from the start. This manual is a good starting point.

Transferred employees will be given a review of departmental policy. Once this is completed, these employees as well as new hires will be given department-specific hazard review and safety training by supervisor. Experience, established work procedures, equipment operating manuals, and hazard review materials are some of the sources used for this department-specific training.

Specific topics included in this training are as follows:

- Right to Know training on the health hazards associated with chemicals with which the employees work;
- Procedures for the reporting of work-related injuries, motor vehicle accidents, property damage, or incidents involving the public caused by county operations or while on county property;
- Use of personal protective equipment appropriate for the hazard posed;
• Tour of department facilities with a corresponding hazard recognition inspection;
• Review of the hazards posed by the various operations with a discussion of the means by which these hazards can be and are defeated;
• Frequency and content of department safety meetings.
• Bloodborne pathogens

**Example Discussion**

Think of ways in which the content or delivery of training, or both, especially for safety, can be improved within the department. Are there other topics other than those listed above that can be included in the training so that it is as comprehensive as possible?

**VI. Hazard Recognition & Inspections**

**Purpose of this Section**

1. To develop the necessary skills to identify the hazards posed by operations, equipment and the condition of premises.
2. To categorize potential sources of injury by the hazards they pose.
3. To determine the best methods by which hazards are eliminated, reduced, or controlled.

**Hazard Recognition**

All operations within Jo Daviess County are subject to federal regulations established by the Occupational Safety and Health Administration, better known as OSHA. Being a public entity, the Illinois Department of Labor, or IDOL, has inspection and enforcement authority using the OSHA regulations as a guideline. The IDOL can inspect our operation either randomly or as a result of an employee complaint or a serious accident or fatality. The OSHA regulations include information on hazard elimination or reduction for the following subjects:

• Walking and Working Surfaces
• Personal Protective Equipment
• Hazard Communication (Right to Know)
• Welding and Cutting
• Electrical Safety
• Material Handling
• Ladders
• Man Lifts
• Scaffolding
• Trenching and Excavating
• Fall Protection
• Bloodborne pathogens

OSHA regulations provide technical information on the controlling of hazards associated with our operations. However, conforming to a set of physical specification standards does not in
itself guarantee an effective program. For this reason, the following is offered as yet another tool by which hazards can be identified and dealt with properly.

**The “Look For” Guide**

- Missing or inadequate guards against being: struck by, struck against, caught on, in or between, falling from or into;
- Lack of or inadequate support, bracing, or shoring;
- Missing or inadequate warning or signal device, automatic control, or safety device;
- Structural defects and material characteristics such as: sharp-edged, jagged, splintery, worn, frayed, cracked, broken, slippery, dull, irregular, mutilated, uneven, rough or pock-marked, or with missing parts;
- Functional defects such as: potential to collapse, break, roll, slide, slip;
- Leakage of gas, fumes, fluids;
- Generation of excessive heat, noise, vibration, fumes, gases, vapors, sparking, high or low pressure;
- Inadequate electrical grounding;
- Improper securing against sudden movement;
- Improper placement of materials in trafficked areas;
- Tripping hazards;
- Improper storage of flammables;
- Generally poor housekeeping.

Some of the most common defects seen during physical surveys of governmental operations include:

- Combustibles such as paper, cardboard and plastics stored near ignition sources, such as pilot lights for furnaces;
- Blocked sprinkler heads and covered fire extinguishers;
- Floors and carpeting that are uneven or frayed and torn;
- Exits improperly marked and evacuation routes not posted;
- Stairs with broken or missing handrails;
- Storage of heavy items too high or too low;
- No posts around above ground storage tanks;
- Ladders with broken railings, rungs, or missing safety feet;
- Excessive use of extension cords;
- Unsecured compressed gas bottles;
- Overloaded sockets.

**Example Discussion**

Complete a hazard identification audit using the guidelines above for every task in which your department is involved. Openly discuss the hazards associated with these tasks with employees.

Perform a walk through inspection of all departmental facilities. Identify the hazards using the guidelines provided above.
VII. Office Safety

Purpose of this Section

1. To identify the most common, and severe, types of accidents occurring in offices.
2. To address the manner in which these accidents can be prevented.
3. To present the optimal layout for the design of a computer workstation.

Falls

Falls are the most common office accident and also account for the greatest number of disabling injuries. The most common cause of this accident is tripping over an open file or desk drawer. Tripping over electrical cords and falling out of office chairs are other common causes. The list of fall causes is rounded out by: using a chair or boxes instead of a ladder; slipping on wet floors; loose carpeting; and objects stored in hallways.

Given this, the following recommendations are offered:

- Be sure your pathway is clear before you walk;
- Close drawers completely after each use;
- Avoid excessive bending, twisting and leaning backward while sitting;
- Secure cords away from walking areas;
- Always use a stepladder for reaching;
- Clean spills immediately;
- Pick up objects co-workers may have left on floor;
- Report loose carpeting or damaged flooring;
- Never carry anything that obscures your vision.

Strains and Overexertion

After falls, strains and sprains and other musculoskeletal disorders are the most common type of injury. Please refer to the next section of the manual for proper material handling hazard recognition and proper body mechanics.

Computer Workstations

Workstation design can have a big impact on office workers health and well-being. The key to a safe and productive workstation is maintaining the body in a relaxed, neutral position. The ideal work position is achieved by the following simple measures:

- Adjust the height of the chair's seat such that the thighs are horizontal while the feet are flat on the floor;
- Adjust the seat pan depth such that your back is supported by the chair back rest while the back of the knee is comfortable relative to the front of the seat;
- Adjust the back rest vertically so that it supports/fits the curvature of your lower back;
- With the arms at your sides and the elbow joint bent at approximately 90 degrees, adjust the height/position of the chair armrests to support the forearms;
• Adjust the keyboard height so that the fingers rest on the home row when the arm is to the side, elbow at 90 degrees, and the wrist straight;
• Adjust the height of the monitor such that the top of the screen is at eye level;
• Use a document holder close to the screen and at the same distance from the eye;
• Use a footrest if necessary;
• Adjust drapes or blinds accordingly to reduce glare;
• Put the monitor at a right angle from the glare source;
• Use an anti-glare screen;
• Use task lighting as necessary;
• Avoid cradling the telephone handset between the head and shoulder;
• Keep frequently used items within easy reach;
• Use diffusers on overhead lighting.
• If sitting for an hour or more – Stand, move and stretch for thirty (30) seconds or more.

Example Discussion

Make a walk through of your office area and see if you can identify any hazards as given above and in Section VI.

Review computer work stations in light of the recommended layout given above.

VIII. Manual Material Handling/ Body Mechanics

Purpose of this Section

1. To discuss the costs of musculoskeletal disorders (MSD’s).
2. To describe the most common causes of MSD’s.
3. To present the most common stressors that lead to MSD’s.
4. To instruct on proper lifting techniques.

Costs and Causes of MSD’s

Conservative estimates place the costs of MSD’s at $20 billion per year. These types of injuries involve overexertion and/or repetitive motion and result in injuries to the back, arm, shoulder, and the wrist. Of the 705,000 injury cases studied by the Bureau of Labor Statistics resulting from overexertion or repetitive motion, the following results were obtained:

• 367,000 were due to overexertion in lifting, with 65% involving the back;
• 93,000 were due to overexertion in pushing or pulling objects, with 52% affecting the back;
• 69,000 were caused by overexertion in holding, carrying, or turning objects, with 58% involving the back;
• 92,000 occurred as a result of repetitive motion, including typing, repetitive use of tools, and repetitive placing, grasping or moving objects other than tools, with 55% involving the wrists.

A deeper examination of the root causes of these injuries identified the following stressors:
• Working with a bent back or excessive leaning;
• Lifting, loading, or unloading from improper heights;
• Excessive twisting or stretching of the back;
• Excessive pulling or pushing;
• Improper heights of work surfaces and chairs;
• Arms & elbows outstretched while working;
• Twisting motions of the wrists;
• Working with wrists bent;
• Vibrating tools;
• Inadequate handgrips on tools;
• Controls or materials beyond easy reach;
• Inordinately repetitive hand, arm and shoulder movements.

The above stressors should be evaluated for every operation involving manual material handling.

**Proper Body Mechanics**

Proper lifting techniques are critical in avoiding injuries to the back and other body parts. As much as possible, the work area and flow should be laid out to avoid or to limit manual lifting. Mechanical means should be employed to the fullest extent possible.

Lifts will occur, however, so the following technique is recommended:

• Examine the load; does it require assistance from another employee?
• Ensure that your footing is firm;
• Make sure your path over which the object is to be carried is firm and clear of obstructions;
• Keep feet shoulder width apart and one foot slightly in front of the other;
• Grip the object with the whole hand rather that the fingers;
• Hold elbows close to the body;
• Keep the load close; the centerline should be no more than eight inches from the body;
• Bend your knees and squat down, with the back arched in its natural s-curve with the head up, chin tucked and chest out;
• Straighten the legs and tighten stomach muscles;
• Lift smoothly but slowly;
• Never twist with a load; instead move your feet to turn;
• Carry objects with an erect posture;
• Do not stoop while carrying the load;
• Practice lifting materials that you commonly lift on the job.

**Example Discussion**

Examine the layout of each work area. Given the stressors discussed above, look at ways to make the area safer and more efficient with simple modifications and improvements.
If tasks in your department involve manual material handling, practice lifting following the guidelines above with materials that employees lift on a regular basis. Constructively critique each crew member about their technique.

**IX. Authorized Drivers and Motor Vehicle Record Check Policy & Procedure**

**Introduction**

The purpose of this policy is to ensure the safety of those individuals who drive company vehicles or personal vehicles on company business and their passengers.

**Policy Statements**

- All drivers must be authorized to drive for work purposes.
- Jo Daviess County vehicles are not to be used for personal or non-work related purposes.
- Jo Daviess County reserves the right to review both the Drivers License and MVR of all authorized drivers at any time.
- MVR’s will be run for authorized drivers a minimum of annually.
- For positions which require driving as an essential function, applicants will receive a conditional offer of employment, contingent upon the results of the MVR.

**Requirements to Become an Authorized Driver**

- Must be a current employee or contracted individual.
- Must complete the Employee Authorization for MVR Review (attached.)
- Must present and maintain a favorable MVR (see attached for guidelines.)
- Must provide a current copy of a valid Drivers License for the type of vehicle to be driven.

**Driver Responsibilities**

- It is the driver’s responsibility to operate the vehicle in a safe manner to prevent injuries and property damage.
- Drivers must have a valid driver’s license for the type of vehicle to be operated, and keep the license(s) with them at all times while driving. All CDL drivers must comply with all applicable D.O.T. regulations, including successful completion on medical, drug, and alcohol evaluations.
- All drivers and passengers must wear seat belts.
- All accidents, regardless of severity, must be reported to the police and to the employee’s direct supervisor. Failing to stop after an accident and/or failure to report an accident may result in disciplinary action, including termination.
- Authorized drivers are prohibited from text messaging and emailing while driving. Phone use is also prohibited, unless a hands free device is used.
• It is the responsibility of all authorized drivers to report the loss, bond issuance, suspension and/or revocation of his/her Drivers License immediately to the employee’s direct supervisor.
• All traffic violations (including parking tickets), citations and fines incurred when driving for work purposes are the sole responsibility of the authorized driver.
• Driving for work purposes while under the influence of intoxicants or other illicit drugs is forbidden and is sufficient cause for discipline, including termination.
• Authorized drivers must inform their direct supervisor if taking any medications that may affect their ability to safely operate an automobile.
• Drivers are responsible for the security of vehicles being used by them. The vehicle engine must be shut off, ignition keys removed, and vehicle doors locked whenever the vehicle is left unattended. If the vehicle is left with a parking attendant, only the ignition key is to be left.
• Drivers are responsible to ensure their motor vehicle is in safe operating condition.

**Questionable MVR’s**

**One serious violation during the past three years. Serious violations are:**
- Reckless or negligent driving
- Driving while impaired by or under the influence of alcohol or drugs
- Homicide, negligent homicide, or involuntary manslaughter by vehicle
- Fleeing or attempting to elude police officers
- Driving without a license or while license is suspended or revoked
- Hit and run or failure to stop after an accident
- Using a motor vehicle for the commission of a felony
- Operating a motor vehicle without the owners authority (theft)

**Two of the following occurrences during the past three years:**
- Major speeding (20 or more MPH over limit)
- “At fault” accident

**Three of the following occurrences during the past three years:**
- Speeding (less than 20 MPH over limit)
- Any moving violation
- Not “at fault” accident

Any questionable MVR will be reviewed by the Department Head and may result in suspension or termination of driving privileges.

**Unacceptable MVR’s**
An MVR is considered unacceptable when:
- two “questionable” criteria apply and/or
- any of the “questionable” criteria are exceeded

If an unacceptable MVR is received it will be reviewed by the Department Head. Appropriate actions may be taken, up to and including rescinding the offer of employment, or termination of current employment.
X. Motor Vehicle Safety

Purpose of this Section

1. To explain conditions and actions that lead to motor vehicle crashes.
2. To discuss ways to avoid these crashes by using Defensive Driving techniques.
3. To provide rules for the operation of county vehicles.

Costs of Motor Vehicle Accidents

During an eight hour work day, 32 people will die on American highways due to motor vehicle accidents. Of those, at least two will die while driving for work. A total of 2,080 people will be hospitalized for injuries due to motor vehicle accidents in that same eight-hour period.

There are twice as many vehicles on the road as there was just 30 years ago. The number of registered vehicles has tripled as well.

Because of these facts, we, as drivers, must make safe and legal driving choices. These choices are ours alone to make.

As public employees, we must set the standard by which all other drivers are judged. The vehicles some operate are often large (dump trucks) or can, under certain circumstances, be operated outside the boundaries of the rules if in an emergency situation (emergency vehicles). Coupled with the fact that these vehicles are identified as Jo Daviess County vehicles in some manner, it is extremely critical that we operate these vehicles in a professional and respectful manner and treat them as well, if not better, than our personal vehicles.

Driving is a privilege that can be taken away if we violate the rules as set forth at the end of this section.

Adverse Driving Conditions & their Defenses

- **Lighting**: both natural and artificial; sun glare; dusk and nighttime; other driver’s headlights; no street lights.
  - Headlights; increase following distance; sun visor; sunglasses;
  - Looking to the right if an oncoming car has its high beams on.

- **Weather**: snow; rain; ice; wind; wet leaves.
  - Steer in the direction that you want the front end of the car to go if skidding;
  - Keep foot off accelerator and off brake if car does not have anti-lock brakes;
  - Keep foot firmly on brakes for cars with anti-lock brakes;
  - Clear all windows of snow and ice;
  - Increase following distance;
  - Wipers and headlights on.

- **Road conditions**: potholed surfaces; construction zones.
  - Slow down;
  - Obey work zone flaggers and signage.
• **Traffic conditions:** emergency vehicles; congestion; different types of vehicles with various blind spots; pedestrians; school buses.
  o Pull to the right and stop if an emergency vehicle approaches;
  o Be aware of other’s vehicle blind spots;
  o Stop for school buses if lights flashing and stop sign out.

• **Vehicle conditions:** Worn tires; malfunctioning lights and directionals; bad brakes.
  o Regular maintenance;
  o Pre-trip inspections.

• **Driver conditions:** fatigue; stress; inexperience; mobility; hearing; limited vision.
  o Frequent rest breaks for long trips;
  o Check mirrors frequently;
  o Wear corrective lenses.

**Unsafe Driving Behaviors**

• **Speeding:** exceeding the limit; driving too fast for conditions.

• **Right-of –Way errors:** failed to yield; failed to check traffic before pulling away from curb; failed to signal before entering traffic; failed to check cross-traffic; failed to yield to vehicle turning.

• **Improper turning:** failed to check traffic while making turn; turned into wrong lane.

• **Following too close:** failed to maintain safe following distance; failed to wait for car in front to move through intersection; failed to allow enough room before passing.

• **Improper passing and overtaking:** passed when view was obstructed or when traffic too close in oncoming lane; pulled out in front of other traffic passing; cut back into right lane too quickly.

• **Driving left of center:** failed to operate in own lane.

**Motor Vehicle Operating Rules**

• All drivers will have in their possession a valid driver’s license;
• When driving personal vehicle driver must have proof of insurance;
• All drivers will report any change in their driving privilege status to management as soon as possible;
• All drivers will have a license classification appropriate for the county vehicle which they operate;
• When applicable, all drivers will be trained in the safe operation of special equipment, such as aerial towers, cranes, and power take-offs;
• All drivers will follow Illinois Rules of the Road when operating vehicles;
• There will be no consumption of alcoholic beverages or illegal drugs prior to or during the operation of any vehicle, county owned or personally owned;
• All county owned vehicles will be used strictly for official business;
• All accidents, or damage noted which was incurred while the vehicle was being operated, will be reported to supervisor immediately;
• In the event of an accident, when possible, take photos of any damage, terrain and highway marks.
• In the event of an accident, the proper municipal authorities will be notified in order to complete an IDOT Motor Vehicle Accident Report;
• When explaining the manner in which the accident occurred, only the facts will be given as to how the accident occurred;
• Under no circumstance will a driver involved in a motor vehicle accident claim fault or give information as to how the accident could have been avoided;
• All vehicles will be inspected with a walk around prior to the vehicle’s operation, and any damage or defects, such as under inflated or worn tires, inoperable lights, or unsecured body parts, reported to supervisor;
• No theft attractive items will be kept in plain view – all will be secured in the trunk or locked compartment;
• No county vehicle will be left unattended with motor running and/or the key in the ignition;
• When a vehicle is parked, the parking brake will be set and the vehicle locked;
• Seat belts will be worn at all times;
• The driver is responsible for ensuring that windows, headlights, wipers, and tail lights will be clean before operating a vehicle;
• All tailgates will be kept in the up position. If they must be kept down while operating, red flags will be placed in the rear corners of the vehicle;
• All loads in the bed of a truck will be secured at all times while the vehicle is operating;
• Trailers will be fastened securely to their hitches;
• Passengers will only ride in passenger seats;
• No riding on the tailgates or running boards;
• Posted speed limits will always be obeyed, even when passing another vehicle;

Motor Vehicle Safety Guidelines

• If a vehicle is to be backed out, and the driver’s visibility is obstructed, then a passenger will cautiously exit the vehicle and provide ground guidance for backing. If a passenger is not present, the driver will cautiously exit the vehicle and will inspect the area behind the vehicle to determine clearance;
• Before passing a vehicle, the driver will survey the road ahead in the opposing lane of traffic to determine if it is safe to pass. If a vehicle is seen in this lane, and it appears to be moving, it is not safe to pass;
• When passing another vehicle, the driver will return to the proper lane of travel only when the entire front of the vehicle passed is completely visible in the rear view mirror;
• When moving through an intersection, the driver will keep their foot poised over the brake pedal;
• When stopped behind another vehicle, the rear tires of this vehicle will be completely visible to ensure that the vehicle is not too close;
When stopped in the middle of an intersection in order to make a left turn, the wheels of the vehicle will be kept straight to avoid being pushed into oncoming traffic if struck in the rear;

At all times, the driver will maintain safe following distances using at minimum a three-second following distance. If conditions are such, the following distance will be increased to four or five seconds depending on conditions.

**Example Discussion**

Ask employees to consider their own driving skills. How would they rate themselves – *excellent, good, fair, in need of improvement?*

Discuss accidents or near misses in which have they been involved. What unsafe behaviors or adverse conditions contributed to the accidents or near-misses?

Study a recent motor vehicle accident occurring in your area that was in the local papers. Discuss with employees the unsafe behaviors or adverse conditions that contributed.

After discussing the information in this section, ask employees to evaluate their own skills the next time they drive. Do they practice safe following distances? Do they check their mirrors every three to five seconds? Do they scan the road ahead as far as the horizon?

**XI. Safety Meetings**

Safety meetings should be conducted at least quarterly each year. Although informal in structure, the material should be presented in a sincere and emphatic manner so as to emphasize how important safety is to the entire operation. The supervisor/department head should coordinate the meetings, being adequately prepared to discuss each topic as thoroughly and convincingly as possible. The meetings must be viewed as positives that will influence behavior for the better.

The contents of this manual will serve as a good starting point for the information to be presented. The information in the manual may be supplemented with real-life examples of accidents or near-misses that have particular relevance to the employees. Trade magazines, industry newsletters, and insurance company updates can also be used as sources for important information. Lastly, discuss recent accidents occurring in the department, with special emphasis on causes and corrections.

Open the meeting by discussing some recent positive achievement. Emphasize the continued need for diligence on the part of everyone to recognize hazards and to defeat them. Encourage and support participation from employees. In some instances, an hourly employee can conduct the meeting, especially those with particular expertise and knowledge about certain topics.

Document the training by having all in attendance sign an attendance sheet. Document the date and the topic.

**Example Discussion**

This one is strictly up to you.
XII. Personal Protective Equipment

Purpose of this Section

1. To determine the proper personal protective equipment to use for the given hazard identified.
2. To recognize that engineering controls, proper work methods and administrative controls should be implemented before personal protective equipment is used.
3. To discuss selection, handling and care of personal protective equipment.

Introduction

Personal Protective Equipment (PPE) protects employees from the risk of injury by creating a barrier against workplace hazards. In any instance in which a hazard is recognized, engineering controls, proper work methods and administrative controls should be adopted to remove or control the hazard. Only in those instance in which it is infeasible to eliminate the hazards by those means discussed throughout this manual will PPE be employed. Personal Protective Equipment will be used and maintained when it is determined that its use is required and that such use will lessen the likelihood of injury and/or illness.

This section will address eye, face, head, hand and foot protection. Respiratory and hearing protection will not be addressed as the need for these must be determined through industrial hygiene monitoring. If the need for respiratory protection is determined, each potential wearer must be medically evaluated to ensure that they are fit to wear any device that potentially restricts their breathing.

Supervisors have the primary responsibility for implementation of the PPE program for their department. They must provide appropriate PPE for the hazard posed and make the PPE available to employees. They also must ensure that employees are properly trained on the use and care of PPE.

Employees must wear PPE as required as well as care and maintain PPE as required. They must also notify their supervisor of the need to repair or replace PPE.

Hazard Assessment & Equipment Selection

The Illinois Department of Labor requires that employers conduct inspections of operations to determine the need for PPE and to help in selecting the proper PPE for each task performed. The information provided in Section VI of this manual should be helpful in this assessment.

Examples of the types of hazards to be identified and the proper PPE to be used are as follows:

Overhead hazards: Head protection;
Handling corrosive chemicals: Goggles; face shields; proper gloves; aprons; eye wash station in close proximity to work area;
Manual material handling: Gloves for greater grip; safety shoes with impact protection where heavy objects could be dropped;
Grinding, sanding, cutting, or any other operation which generates particles that could settle in or impact the eye: Goggles; face shields;  
Falls from heights greater that six feet: Full body harnesses; complete fall arrest system;  
Retrieval from confined spaces: Winches; full body harnesses; self-contained breathing apparatus;  
Chain saws: Chaps.  
Excessive Noise: Ear plugs & ear muffs  

**Eye & Face Protection**

All eye and face protection chosen will conform to American National Standards Institute (ANSI) Z87.1-1989. All persons in eye hazard areas will wear protective eyewear. Suitable protectors shall be used when employees are exposed to hazards from flying particles, molten metal, corrosive liquids, or potentially injurious light radiation. Additionally, the following rules apply:

- Side protectors will be used when there is a danger from flying objects;  
- Goggles and face shields will be used when there is a hazard from chemical splash;  
- Face shield will only be worn over primary eye protection (safety glasses or goggles);  
- For employees who wear prescription lenses, eye protection shall either incorporate the prescription in the design or fit properly over the prescription lenses;  
- Equipment fitted with appropriate filter lenses shall be used to protect against light radiation. They must be marked as such.  
- Emergency eyewash facilities meeting the requirements of ANSI Z358.1 with a 15-minute continuous flush will be provided in all areas where the employee may be exposed to corrosive materials and must be easily accessible.  

**Head Protection**

All head protection shall conform to ANSI Z89.1-1986. It shall be worn at all times when an overhead hazard exists. The head protection chosen will provide protection against electrical shock in the event that there is a hazard from overhead electrical wires.

**Foot Protection**

Safety shoes or boots with impact protection may be required to be worn in work areas where carrying or handling materials which could be dropped on the foot. All safety footwear selected shall comply with ANSI Z41-1991.

**Hand Protection**

Suitable gloves shall be worn when hazards from chemicals, cuts, lacerations, abrasions, punctures, burns, or harmful temperature extremes are present. Glove selection shall be based on performance characteristics of the gloves, conditions, duration of use, and the hazards present.

For those gloves used for protection against chemical contact, the exact hazardous nature of the substances dealt with is to be determined. Instructions on labels and Safety Data Sheets should
be read prior to use. Recommended glove types are often listed in the section entitled “Personal Protective Equipment”.

**Visibility**

In an effort to decrease the risk of fatalities or injuries to employees on foot who are exposed either to vehicle traffic or to construction vehicles/equipment while working within public right-of-ways and roadways, employees are required to wear high-visibility safety apparel when working in these areas. High-visibility safety apparel includes but is not limited to bright fluorescent colors and/or reflective material on hats, gloves, jackets, vests, and pants that meet the American National Standard for High-Visibility Safety Apparel and Headwear published by the International Safety Equipment Association’s (ANSI/ISEA 107-2004) Class 2 requirements. The employer shall reasonably provide high-visibility safety apparel to its employees working in public right-of-ways and roadways.

**Universal Precautions**

When there is a potential exposure for blood borne pathogens, universal precautions dictate that PPE be used accordingly. This includes gloves, gowns, laboratory coats, face shields and eye protection.

If an employee is expected to have hand contact with blood or other potentially infectious materials, then he/she must wear gloves. Single use gloves cannot be washed or decontaminated for reuse. If employees are allergic to standard gloves, the employer must provide hypoallergenic gloves or similar alternatives.

Employees should wear eye and mouth protection such as goggles and masks, glasses with solid side shields, and masks or chin-length face shields when splashes, sprays, splatters, or droplets of potentially infectious materials pose a hazard through the eyes, nose or mouth.

Please refer to the departmental Blood Borne Pathogen Program for more details on universal precautions.

**Cleaning & Maintenance**

Personal Protective Equipment should be inspected, cleaned and maintained at regular intervals so that the PPE provides the proper protection. It is especially important that safety glasses and face shields are kept clean so that vision is not impaired.

**Training**

All employees required to wear PPE will be trained in the following subjects:

- When it is necessary to wear PPE;
- What PPE is necessary;
- How to properly don, doff, adjust and wear PPE;
- The limitations of PPE;
- The proper care, maintenance and cleaning of PPE.
Each employee trained will demonstrate that they grasp the concepts discussed above.

**Example Discussion**

Look at the various tasks with which your employees are involved with during the course of their work. In light of the hazard assessment tools presented above, identify the hazards and discuss with employees. Consider ways other than through PPE that these hazards can be eliminated or lessened.

When this is done, and the hazard is still present, consider the various types of PPE available. Discuss with the entire staff in your department.

**XIII. Hazard Communication**

**Purpose of this Section**

1. To identify the key elements of communication regarding hazardous materials.
2. To make employees aware of the possible adverse effects of chemical substances to which they may be exposed.
3. To define terms commonly found on Safety Data Sheets.
4. To educate employees as to the manner in which they are to protect themselves from the adverse effects of those chemicals to which they may be exposed.

This policy covers potential workplace exposures involving hazardous substances as defined by federal, state and local regulations.

**Hazard Determination**

Jo Daviess County does not intend to evaluate any of the hazardous substances purchased from suppliers and/or manufacturers but has chosen to rely upon the evaluation performed by the suppliers or by the manufacturers of the substances to satisfy the requirements for hazard determination.

**Container Labeling**

No container of material which may contain hazardous substances will be opened and used unless the container is correctly labeled and the label is legible.

All chemicals in bags, drums, barrels, bottles, boxes, cans, cylinders, reaction vessels, storage tanks or the like will be checked by the receiving individual to ensure that the manufacturer’s label has been affixed and is legible and has not been damaged in any manner during shipping. Any containers found to have damaged labels are to be quarantined until a new label has been affixed.

The label must contain: the chemical name of the contents; the appropriate hazard warnings; the name and address of the manufacturer.
All secondary and transfer containers must be labeled. The information must include details of all chemicals which are in the referenced container.

Each location must maintain a master Safety Data Sheet (SDS) file as well as a department specific file. These SDS’ are available to all employees, at all times, upon request. The SDS form can also be obtained from [www.siri.org](http://www.siri.org).

Jo Daviess County or designee will be responsible for reviewing all incoming SDS’ for new and significant health/safety information. Once the review is completed, the designee will ensure that any new information is passed on to the employees involved with the use of the product.

If any SDS is missing or incomplete, a new SDS must be requested from the manufacturer or distributor. OSHA is to be notified if the manufacturer or distributor will not supply the SDS or if it is not received after 30 days from the request. Any new information will be passed on to the employees involved.

New materials will not be introduced into the work area until an SDS has been received.

The department will obtain SDS’ for all new materials when first ordered. These will then be distributed to all affected employees.

**Hazardous Substances**

Each department shall have a complete updated inventory of all hazardous substances to be compiled and documentation to be submitted annually to the Safety Coordinator.

**Employee Information & Training**

All employees will attend an orientation meeting for information and training on the following items prior to starting work with hazardous substances. This training will include the following:

- An overview of the requirements of the Hazard Communication Standard, including their duties under this regulation;
- Information on where hazardous substances are present in their work areas;
- Information regarding the use of hazardous substances in their specific work areas;
- The location and availability of the written hazard communication program. A copy of the program will be given to all employees during the orientation meeting;
- Methods and observation techniques used to determine the presence or release of hazardous substances in the workplace;
- The controls, work practices and personal protective equipment available for protection against possible exposure;
- The acute and chronic health effects of hazardous substances;
- Emergency and first aid procedures to follow of employees are exposed to hazardous substances;
- How to read labels and Safety Data Sheets to obtain the appropriate data;
- Refresher training will be conducted annually.
When new substances are introduced into the workplace the department supervisor will review the above items with all employees relative to the new materials.

**Non-Routine Tasks**

Infrequently, employees may be required to perform non-routine tasks which involve the use of hazardous substances. Prior to starting work on such projects, each involved employee will be given information by his/her supervisor about hazards to which they may be exposed during such activities.

This information will include:

- The specific hazards;
- Protective/safety measures which must be utilized;
- The measures the company has taken to lessen the hazards, including special ventilation, respirators, and the presence of another employee, air sample readings, and emergency procedures.

**Responsibilities to Contractors**

To ensure that outside contractors follow proper safety procedures and to ensure the safety of the contractor’s employees, it will be the responsibility of management to provide contractors the following information:

- The hazardous substances used by Jo Daviess County to which the contractor’s employees may be exposed while working;
- The precautions the contractor’s employees must take to lessen the possibility of exposure by use of the appropriate measures;
- Rules and regulations regarding the protection of employee safety relevant to fire and ignition sources around flammable materials will be followed. The rules regarding smoking, welding, and grinding will also be followed.

Jo Daviess County or their designee will be responsible for obtaining from outside contractors the name of any hazardous substances the contractor’s employees may be using at the facility. The contractor should also supply a copy of the Safety Data Sheets for these materials to the project manager.

**Glossary of Relevant Terms**

The terms given below are those most commonly found on Safety Data Sheets.

**Acute Toxicity** - The adverse effects resulting from a single dose of, or short exposure to (usually 24 hours or less), a substance.

**Boiling Point** - The temperature at which a liquid changes to a vapor state.

**Carcinogen** - A substance capable of causing or producing cancer.
**Chronic Toxicity** - Adverse effects resulting from repeated doses of, or exposures to, a substance over a prolonged period of time.

**CNS Depression** - Lowered sensitivity level or loss of sensation in the central nervous system (brain & spinal cord), usually due to a particular hazard or anesthetic.

**Concentration** - The amount of a substance in a stated unit of mixture or solution.

**Corrosive** - A liquid or solid which causes visible destruction or irreversible alterations in human tissue at the site of contact.

**Dermatitis** - Inflammation, irritation, or reddening of the skin.

**Exposure Limit** - Limit set to minimize occupational exposure to a hazardous substance.

**Incompatible** - Materials that could cause dangerous reactions from direct contact with one another.

**Ingestion** - Taking a substance into the body (stomach) through the mouth; swallowing.

**Inhalation** - Drawing a substance into the body (lungs) through the nose, mouth and breathing passages in the form of a gas, vapor, fume or dust.

**Irritant** - A substance that is not corrosive as defined above that will cause an inflammatory response or reaction of the eye, skin, or respiratory system following single or multiple exposures.

**LEL & UEL** - Lower and Upper Explosive Limits of a flammable vapor or gas in air below or above which the propagation of a flame will not occur.

**Mg/m3** - Milligrams per cubic meter of air. A unit for measuring concentrations of particulates in air.

**Oxidizer** - A substance that readily yields oxygen to stimulate the combustion of organic matter.

**Permissible Exposure Limit (PEL)** - The maximum amount or concentration that a worker may be exposed to under the OSHA regulations.

**PPM** - Parts per million: a unit for measuring the concentration of a gas or vapor in contaminated air.

**Reactivity** - The tendency of a substance to undergo a chemical change with the release of energy. These types of chemicals are liable to cause fires or explosion.

**Specific Gravity** - The ratio of a volume of material to the weight of an equal volume of water.

**Systemic Toxicity** - The adverse effect caused by a substance that affects the body in a general rather than local manner.
**Target Organ Effect** - Damage caused in a specific organ following exposure to certain chemicals. For example, a neurotoxin is a chemical, such as mercury, that produces its primary toxic effect on the nervous system.

**Threshold Limit Value** - The level of exposure that the typical worker can experience without an unreasonable risk of disease or injury. TLV-C is the ceiling that should not be exceeded even momentarily. TLV-STEL is the maximum concentration for a 15-minute continuous period with a maximum of four periods per day.

**Vapor Density** - Relative density or weight of a vapor or gas compared to the weight of an equal volume of air.

**Vapor Pressure** - The pressure exerted by a saturated vapor above its own liquid in a closed container.

**Classification of Potentially Toxic Substances**

For our purposes, the substances used by Jo Daviess County can be classified by their possible toxic effects. The first classification is **Irritants** as defined above. Likely routes of exposure are through both intact and non-intact skin and through ingestion, which is extremely unlikely. These substances should be used in well-ventilated areas. Gloves and safety glasses should be worn if a splash hazard is present. For all other precautions, consult the individual SDS for proper handling procedures.

The following products fall into this category:

The second classification is **Irritants with Central Nervous System Depression**. The same effects as the **Irritants** listed above are present as well as dizziness, headaches, nausea and mental confusion, which are symptoms of CNS Depression. The same precautions as above are recommended. For all other precautions, consult the individual SDS for proper handling methods.

The following products are included in this category:

The final classification is that of **Possible Carcinogens** as defined above. These substances can cause cancer after long-term exposure. Two products fall into this category. The first is Diesel Fuel #2, which is also an **Irritant** as discussed above. Prolonged skin contact can produce cancer. Frequent hand washing after exposure is very important. Also, inhalation of diesel exhaust gases for prolonged periods is also associated with possible development of cancer.

Please consult the individual Safety Data Sheets for additional precautions.

The second **Possible Carcinogen** used by Jo Daviess County is Gasohol. It is also an **Irritant and CNS Depressant**. It is also extremely flammable, so precautions to prevent unintended ignition sources should be followed. These are provided on the SDS.

Consult the SDS for details on proper handling.
XIV. Workplace Violence

Purpose of this Section

1. To define workplace violence.
2. To discuss the concept of zero tolerance towards acts of workplace violence.
3. To detail Jo Daviess County’s policy on workplace violence.
4. To describe the actions to take if you are a victim or witness an act of workplace violence.

Definition of Workplace Violence

Threatening, attempting to cause, or causing physical harm to another employee or a member of the public while at work or while on duty. Unacceptable behavior includes verbal abuse, harassment, threats, physical attacks, property damage, and any intentional or reckless behavior resulting in harm or which causes someone to feel threatened with harm.

Types of Workplace Violence

The National Institute of Occupational Safety and Health (NIOSH), has identified the following categories of workplace violence:

- Violence by strangers, such as during robberies;
- Violence by customers or clients, such as assaults on health care professionals by their patients or assaults on law enforcement personnel by detainees/arrestees;
- Violence by fellow employees;
- Violence to employees while at work by domestic abusers.

Identification of Problematic Behaviors

The Federal Bureau of Investigation (FBI) has identified a number of problematic behaviors exhibited by those individuals who perpetrate acts of workplace violence. These include:

- Personality conflicts between co-workers or supervisors;
- Increasing belligerence;
- Ominous, specific threats;
- Hypersensitivity to criticism;
- Fascination with weapons;
- Preoccupation with violent themes;
- Obsessive interest in recently publicized violent events;
- Outbursts of anger;
- Homicidal/suicidal comments or threats;
- Obsession with a supervisor or co-worker;
- Drug and alcohol use at work;
- Recent life-changing events, such as divorce, break-up of a relationship, financial hardships.
Workplace Violence Policy

In order to prevent incidents of workplace violence, Jo Daviess County has adopted a policy of zero tolerance for violence, or the threat of violence, in the workplace. This means that all employees and members of the public will be treated with courtesy and respect. Any threat of violence, or any actual act of violence, will be taken very seriously, and will be investigated as thoroughly as possible, and action taken to ensure that perpetrators are disciplined accordingly and to ensure that victims are provided medical treatment and counseling as necessary. In instances of actual violence, local law enforcement will be notified and criminal sanctions pursued.

Given this zero tolerance policy employees are instructed to report all incidents of violence, threats of violence or any behavior witnessed which may lead to violence immediately to management. There will be no retaliation to those who report these incidents. Local law enforcement will be notified in the event of an actual incident, and medical transport contacted if injuries warrant.

Another critical aspect of the zero tolerance policy provides that under no circumstances are weapons of any kind to be brought to the workplace except for sworn peace officers as allowed by law. Employees found with weapons in their possession while at work will be disciplined accordingly except, again, for sworn peace officers.

A report form will be completed and sent to management. The employee who perpetrated the violence or who stated the threat may be sent for counseling, and may be disciplined accordingly. Victims will be provided medical treatment and counseling as necessary. As stated above, criminal sanctions may also be pursued.

All new employees will be made aware of this policy. All potential hires will be screened thoroughly and a thorough background check performed to ensure that those with a history of behaviors contrary to this policy are not selected for hire. All supervisory staff will be trained in identifying and defusing workplace problems and conflicts. Employees will be trained in non-violent response and conflict resolution, unacceptable conduct, and the reporting of threats and incidents.

At some point and if necessary, Jo Daviess County may designate a Threat Management Team. The duties of the Team will include:

- Evaluate potential violence problems by reviewing past incidents or investigating reports of behaviors exhibited that are contrary to this policy;
- Assess the responsible employee’s fitness for duty after undergoing counseling;
- Review and recommend intervention techniques;
- Develop a protection plan for use;
- Coordinate with all affected parties after an incident;
- Refer victim for appropriate treatment;
- Perform security assessments;
- Review, develop, and present training programs;
- Review all threats to determine validity and response.
Facility Modifications

Staff may want to review the physical layout of their work areas, especially in those departments where there may exist an increased potential for confrontations due to the nature of the operations. Possible physical modifications may include:

- Increasing visibility;
- Provision of panic alarms;
- Control of access to sensitive and/or restricted areas;
- Arrangement of space to avoid entrapment;
- Establishment of escape routes.

Example Discussion

Study the definition of workplace violence. Think about those times that you may have either shown or witnessed some of the actions included in the definition. Consider the fact that even threats made in jest are considered unacceptable. Discuss this issue with all employees.

Discuss a recent case of workplace violence, from a seemingly minor incident here to one of national prominence, such as an incident involving multiple injuries or fatalities. If available, study the events that led up to the incident, such as repeated threats.

Examine the layout of your work area. Do you have a planned escape route? Does the layout of your area allow you unimpeded egress in the event of a confrontation?

XV. Accident Reporting & Investigation

Purpose of this Section

1. To delegate the responsibility for the reporting and investigating of accidents and incidents throughout the organization.
2. To identify the items to be included in an accident investigation.
3. To discuss recordkeeping requirements under OSHA.

Accident Reporting Procedure

The employee is responsible for reporting to their direct supervisor the following: any work-related injury or illness; motor vehicle accident involving a county vehicle or their own personal vehicle while operating it on official business; any damage to any property; or injury or property damage to someone other than an employee while on property or arising from a county operation. These accidents and incidents are to be reported immediately to supervisor.

The supervisor, after being so informed of the accident or incident, will then complete all relevant and required documents by Jo Daviess County and the Insurance Program Administrator. Once completed, these documents will then be forwarded to the County Administrator and the designated Safety Coordinator so that they can be reviewed and then
sent to either the insurance agent or directly to Jo Daviess County and the Insurance Program Administrator.

**Accident Investigation**

The purpose of the accident investigation is to find out the facts, then to find fault with the system. In other words, fix the problem, not the blame. With this in mind, it is the supervisor’s responsibility to investigate the accident using the guidelines provided below.

The investigation should document who, what, when, where, how and why. These last two items merit special attention. As to how the accident occurred, the following should be given:

- What was the employee doing when the accident occurred? Provide as much detail on this as is necessary to determine the cause;
- What was the sequence of events that led up to the occurrence? What materials, equipment, and tools were involved?
- Speak to witnesses if necessary to gain information on how the accident occurred.

**Categorizing Accidents by Type**

Once the “how” is determined, then the accident can be categorized by type. The American National Standards Institute (ANSI) has developed the following classifications for accident types:

- Slip, trips, and falls – same level;
- Falls – different levels;
- Foreign body in the eye;
- Struck by objects;
- Struck against objects;
- Caught in or between;
- Overexertion – lifting;
- Overexertion – pulling, pushing;
- Exposure to radiation including ultraviolet;
- Repetitive motion trauma;
- Exposure to temperature extremes;
- Chemical burns;
- Electrical shock;
- Allergic reaction;
- Animal sting or bite;
- Inhalation;
- Contact abrasions;
- Puncture wounds from pressure;
- Lacerations from pressure;
- Motor vehicle accidents.
Searching for the Root Causes

Once the “how” of an accident has been determined and the accident categorized as to type, then the root cause or oftentimes causes can be determined. Ask “why” as many times as is necessary until the actual cause or causes is identified. By the seventh time “why” is asked, then the true cause or causes should be found. The following possible causal factors should be considered:

- Hazards derive from basic design or maintenance of facilities;
- Hazards derive from basic design or maintenance of equipment;
- Hazards derive from basic design or maintenance of tools;
- Layout or position of hardware or equipment presents hazards;
- Environmental factors presented hazards: heat, cold, noise, lighting, vibration; ventilation;
- Work space is insufficient;
- Accessibility for maintenance is hazardous;
- No established job procedures;
- Job procedures did not address hazards;
- Employee unaware of job procedures;
- Deviated from established job procedures;
- Correct equipment, tools or materials were not used;
- Proper tools, equipment or materials not available;
- Defective or worn out tools used;
- Personal Protective Equipment (PPE) not identified;
- Personal Protective Equipment (PPE) not used;
- Personal Protective Equipment (PPE) not adequate;
- Training as respects job inadequate;
- Training as respects hazards associated with task inadequate.

From Cause to Correction

Once the cause, or causes, is identified then the single most important piece of information to come out of the accident investigation process can be arrived at: the corrective action or actions employed to prevent a reoccurrence. Several corrective action possibilities are given below:

- Job hazard analysis to be performed;
- Work methods to be revised to eliminate hazards;
- Job procedures to be modified to reduce risk;
- Changes to be made in work space arrangement, work flow or equipment location;
- Modifications to be made to improve environmental conditions;
- Proper tools to be provided;
- Additional training or reorientation on hazard elimination/ avoidance;
- For infrequently performed tasks, a pre-job review of procedures and hazards;
- Facilities hazards to be eliminated;
- Maintenance inadequacies to be addressed;
- PPE provided or shortcomings with PPE to be corrected.
In any circumstance inadequate, incomplete or perfunctory actions such as telling the employee to be more careful are totally unacceptable as proper corrective actions. If these actions are given, the person reviewing the accident report should kick it back to the person writing for more thoughtful and effective actions.

**Recordkeeping Requirements**

The Safety Coordinator is required to maintain an OSHA 300 Log for all recordable illnesses and injuries. The log for the previous year should be completed and signed and then posted at each location by February 1 and keep it posted until April 30 of that year. OSHA 300 Logs are to be kept on site for five years.

**Recordable** injuries and illnesses are those that result in:

- Death;
- Loss of consciousness;
- Days away from work;
- Restricted work activity and job transfer; or
- Medical treatment beyond first aid.

**Example Discussion**

Review some old accidents occurring in your department. Given the possible causes and potential corrective actions stated above, are your conclusions now different from the original ones? Discuss these incidents and, in light of the causes and corrective actions given above, discuss with your employees the true root causes and corrective actions you would now recommend.

Think of other possible causes and corrective actions to add to the list provided. Discuss this with employees.

**XVI. Claims Management**

**Purpose of this Section**

1. To explain the process once a claim for a work-related injury or illness is filed.
2. To describe how Worker’s Compensation insurance works.
3. To state what the entity expects from an injured employee.
4. To state what the entity will provide the injured employee.
5. To describe the Transitional Return to Work Program.

**Claims for Work-Related Injuries & Illnesses**

If an employee is involved in an injury or illness, a claim is filed with Jo Daviess County’s Worker’s Compensation insurance company, in this case the ICRMT. State of Illinois Worker’s Compensation laws provide for the payment of medical expenses and a portion of lost wages if necessary once the injury or illness is determined to be compensable.
Jo Daviess County may have made a prior arrangement with a medical facility to provide initial and follow-up medical treatment. It is the responsibility of the employee to follow all treatment prescribed to the letter. The employee must also provide Jo Daviess County with updates regarding the present diagnosis, the future treatment plan and the ability to return to work in any capacity. The employee’s supervisor may also contact the employee regularly out of concern for the employee’s medical condition.

In some instances, a nurse case manager will be assigned to follow an injured employee’s case. The nurse case manager will attend doctor visits to ensure that care is adequate and effective.

In any case, the claims adjuster assigned to the claim by the claims management company, ClaimsOne, will stay in close contact with the injured employee and all health care providers.

**Transitional Return to Work Program**

The development of a Transitional Return to Work Program (TRWP) is a major step towards controlling Worker’s Compensation costs. The distinct advantages to the adoption of a workable TRWP are as follows:

- 90% of injured employees involved in a TRWP return to work within four days in a limited capacity;
- Claim costs are reduced by 70%;
- Recovery period is three times faster;
- Litigation, and its related costs, is reduced;
- The possibility of extended disability is reduced.

**Developing a TRWP**

The first step in developing the TRWP is identifying transitional positions within each department. The challenge is to be creative and flexible in identifying these positions. In a union environment, contracts and collective bargaining agreements should be reviewed for rules on employee status, seniority, and job and bidding rights. Union representatives can be involved in all meetings regarding an employee’s job status. If possible, union employees can be moved into non-union, administrative positions.

Once these positions are identified, employees should be notified that if they are involved in a work-related injury, transitional duty positions are available. These have been established in order to facilitate their return to work productively and to reduce costs for everyone.

All medical providers must also be notified that modified duty positions are available within the County. This notification can be presented to the treating physician on the medical authorization form, a sample of which is attached. Job descriptions could be provided to medical providers for evaluation. It can not be overemphasized that all positions into which employees are transitioned into must be well within restrictions.

A Work Plan should also be developed. The Work Plan should include the following:

- All job requirements;
• All restrictions;
• Maximum hours that can be worked per day and week;
• Length of the transitional work program.

The Work Plan should be signed by a supervisor and the employee. If the employee refuses to abide by the Work Plan or refuses to sign, the adjuster on the claim should be notified immediately. The Work Plan should provide for a finite period of transitional work and allow for continuous medical reevaluations. As physical capacities change, the Work Plan should be adjusted, with either restriction eased or tightened gradually according to the findings.

If at the end of the transitional work period and the employee is still not capable of returning to full duty, the adjuster must be notified. A new physical examination, an Independent Medical Examination, and/or a Functional Capacity Evaluation may be ordered. Also, a new Work Plan may be developed or the old plan extended. In some cases, vocational rehabilitation may be required in the event that an employee cannot return to the original position at full capacity.

Once again, all job assignments into which restricted duty employees are placed must be well within restrictions.

This policy was approved by the County Board on September 9, 2008 with implementation to begin FY2009 – December 1, 2008.

Ayes 15  Nays 0
Absent 2  Abstained 0

Chairperson

Attest: County Clerk
EMPLOYEE ACKNOWLEDGEMENT & RECEPTION

By and with my signature below, I hereby acknowledge receipt of the Safety Manual for Jo Daviess County. I understand that the Safety Manual has been developed for the general guidance of Jo Daviess County employees and that it is my responsibility to read and acquire an understanding of the information contained in the Safety Manual. I have been advised that the Office of the County Administrator or my Department Head is available to answer any questions I may have concerning the Safety Manual. Furthermore, I understand that neither the Safety Manual nor any of its individual terms constitutes or represents binding contractual commitments on the part of Jo Daviess County, and that the policies described in the Safety Manual can be unilaterally changed or discontinued by Jo Daviess County at any time without prior notice. I recognize that unless otherwise represented by a collective bargaining agreement or hired through the process of the Sheriff’s Merit Commission, I am an employee at will and may resign at any time or be discharged at any time for any reason with or without cause.

I acknowledge that because the information and policies described here are necessarily subject to change and that revisions to the Safety Manual may occur. As new policies are enacted or current policies are revised, I acknowledge that I may receive additional policies or revised information that may supersede, modify or eliminate existing policies to include in my Safety Manual. I will update my Safety Manual as new pages are issued to ensure that my copy will remain an accurate resource on policies of Jo Daviess County. Only Jo Daviess County has the ability to adopt any revisions to the policies in the Safety Manual.

I understand that the Safety Manual, although assigned to me, is considered property of Jo Daviess County and I will be expected to return it upon separation from Jo Daviess County.

________________________________________________________________________
Printed Name of Employee

________________________________________________________________________
County Department

________________________________________________________________________
Signature of Employee                        Date

Approved 09.09.08/Amended 05.09.17