



SAFETY & HEALTH Nonprofits

Information and tools to help nonprofits
protect their most valuable asset:

People.



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Nonprofit Association
of Washington

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nonprofitwa.org | 855-299-2922
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IMPORTANT NOTE

This information is provided for educational purposes only and does not constitute legal or technical advice. If you are unsure about anything covered in Safety & Health in Nonprofits, we suggest you contact the appropriate agency, safety official, or attorney. Also, laws impacting organizations change over time. The information contained in this guide may become out of date.

THANK YOU!

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CHAPTER 1:

Introduction to Safety & Health in Nonprofits

CHAPTER OUTLINE

1. About this Guide
2. Why Safety and Health?
3. What Do We Mean by Safety and Health?
4. Who Is Involved?
5. Help for Nonprofit Safety and Health

1. About this Guide

Seven percent of employees in Washington work in nonprofit organizations. Nonprofit leaders and workers are usually focused on serving their communities, not on compliance and administrative requirements related to operating a small business. Limitations on time, funding, and technical knowledge make it challenging to navigate and follow safety and health laws, rules, and regulations.

Safety & Health in Nonprofits pulls together information customized to nonprofits to help organizations operationalize safety and health practices. There are many components to safety and health compliance, and the guide provides tools that board and staff members can put into action now. Strengthen your mission and protect your assets by spending time understanding safety and health, and how it relates to the work of your organization.

Safety & Health in Nonprofits is designed as a working document. To get the most out of this resource, there are a few recommendations on how to use the guide summarized below.



Print It Out:

By printing the guide, rather than only reading the document online, you are ready to fill in the worksheets. Keep the worksheets for reference to support your nonprofit's safety and health efforts.



Your Turn:

To help apply the learning to your organization, be sure to complete the checklists and exercises throughout the guide.



Summary:

Use the summary pages at the end of each chapter to review key information, go deeper with reflection questions, and connect to more resources.



Tool:

There are templates, forms, and checklists noted by the "tool" icon and pulled together in the Safety and Health Starter Materials section of this guide. Use and adapt these tools as time-saving resources for your organization.

To begin, go through the Safety and Health Checklist found at the end of the guide in the Safety and Health Starter Materials section. Use the checklist to complete a quick assessment of your organization. As you learn more about safety and health, come back to the checklist and make notes about next steps for your nonprofit.

2. Why Safety and Health?

Nonprofit work is people-centered. For the most part, people deliver services to people. Whether you are working in human services, stewarding the environment, protecting rights, or celebrating the arts, your organization works with diverse people with different realities and needs. People are your organization's most important asset. Keeping them safe and healthy is an important part of your job.

Focusing on employee welfare can protect an organization's financial assets. Injuries and illness are expensive. Not following the law can be costly if fines are assessed. A strong culture of safety and health in an organization strengthens the ability to achieve its mission and avoid unnecessary expenses.

3. What Do We Mean by Safety and Health?

The first step in building a strong culture of safety and health is having a common understanding of the words and what they mean.

- **Safety:**
Relative freedom from danger, risk, or threat of harm, injury, or loss to personnel and/or property, whether caused deliberately or by accident
- **Health:**
Soundness of body or mind; freedom from disease or ailment

Both safety and health involve freedom from something bad happening, such as danger or disease. The chance of a negative outcome introduces the idea of risk.

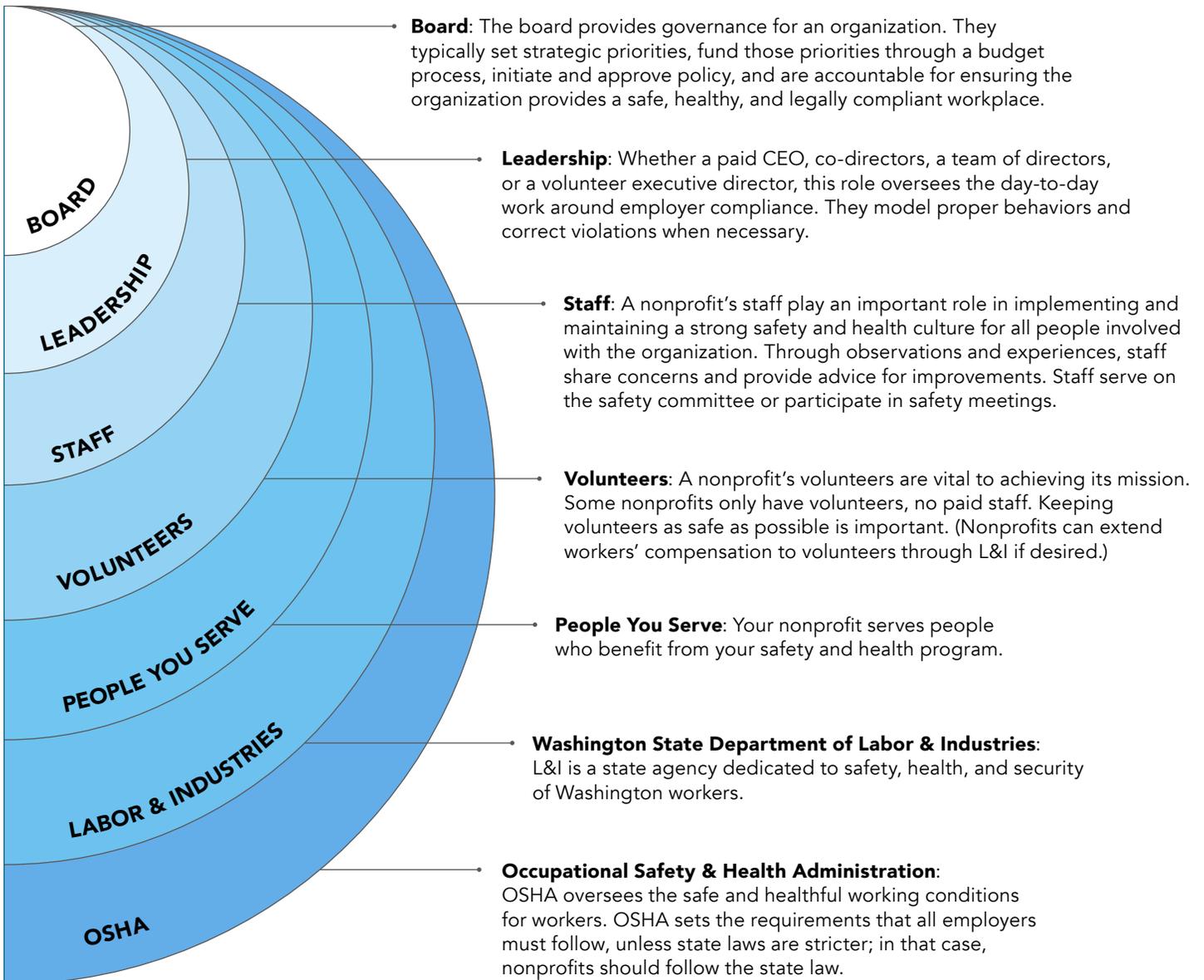
- **Risk:**
A potential future action or event that could significantly impact — positively or negatively — the key objectives of an organization

Protecting against total freedom from harm is not possible. As an organization, how much harm are you willing to chance? People bring different risk tolerances and perspectives of safety and health to conversations about how to protect against harm. Engage your nonprofit's board, leadership team, staff, and larger community around these ideas in order to understand different perspectives towards creating a common language and increased awareness.

4. Who Is Involved?

There are many layers of individuals and institutions involved in safety and health in nonprofits. Each group needs to understand their role in building a nonprofit with a strong safety and health culture. You may identify other layers specific to your nonprofit based on your organizational structure and decision-making processes.

The following illustration shows the different layers of individuals, groups, and agencies involved in safety and health at your nonprofit.



5. Help for Nonprofits:



GOVERNMENT

Washington State Department of Labor & Industries

Washington State Department of Labor & Industries (L&I) is a state agency dedicated to the safety, health, and security of Washington's 3.3 million workers. With the goal of keeping Washington safe and working, L&I administers many different programs for employers: workplace safety & health standards, workers' compensation insurance & claims, employment standards (wage & hour rules), contractor registration, and various other programs to protect the public from unsafe work.



- www.Lni.wa.gov
- **Phone:** 360-902-5800
- **Fax:** 360-902-5798
- **TTY*:** 800-833-6388

Washington State Department of Health

Washington State Department of Health helps prevent illness and injury, promotes healthy places to live and work, provides information to help people make informed health decisions, and ensures our state is prepared for emergencies.



- www.doh.wa.gov
- **Phone:** 360-236-4501 or 800-525-0127

Occupational Safety and Health Administration

Congress created the Occupational Safety and Health Administration (OSHA) to ensure safe and healthful working conditions for workers by setting and enforcing standards and by providing training, outreach, education, and assistance.



- www.osha.gov
- **Phone:** 800-321-6742



NONPROFITS

Nonprofit Association of Washington

Nonprofit Association of Washington (NAWA) convenes a powerful network of nonprofit organizations across Washington State to learn, advocate, and collaborate, so that nonprofits can achieve their missions. NAWA has learning opportunities and resources to help strengthen your nonprofit management practices and build connections with others around the state.

- www.nonprofitwa.org
- **Phone:** 855-299-2922



Nonprofit Association
of Washington

501 Commons

501 Commons provides expertise to nonprofits through 30+ services, including a full range of management consulting; technology consulting, outsourced HR, accounting, IT infrastructure, and database management; professional development and board training; and free information and referral services.

- www.501commons.org
- **Phone:** 206-682-6704



Communities Rise

Communities Rise offers legal services, trainings, peer learning, and coaching. They work with organizations, small businesses, and communities located in Washington state that have been impacted by systemic oppression to increase capacity and build power as well as community leaders in the broader nonprofit, public, and philanthropic sectors to create systemic change.

- www.communities-rise.org
- **Phone:** 206-324-5850



Evergreen Safety Council

Evergreen Safety Council (ESC) is a Washington State nonprofit dedicated to workplace and roadway safety. Their team of safety experts, designers, and educators create engaging instructor-led and online programs that help people gain the skills to be safer and more effective while at work or on the road. ESC is a member of the American Association of Safety Councils.

- www.esc.org
- **Phone:** 425-814-3868



Chapter 1 Summary: Introduction to Safety & Health in Nonprofits



KNOW

1. By investing in safety and health, nonprofits can protect their most valuable asset — people.
2. Starting with a clear understanding of the words safety, health, and risk allows people to come together around a common understanding of what needs to be done.
3. Nonprofit workers make decisions about risk on a regular basis. Although some decisions should involve the board, all workers should have the information and support needed to be risk-aware each and every day.
4. There are seven layers of individuals or institutions involved in safety and health: board, leadership, staff, volunteers, people you serve, L&I, and OSHA.

REFLECT

As you get ready to plan for safety and health, think about the following questions.

- Why is safety and health important to your organization?

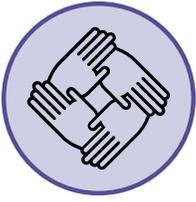
- What are all the areas of risk faced by your organization — staff, volunteers, people you serve, etc.?

- What do the words **safety**, **health**, and **risk** mean within the context of your nonprofit?

- Who is involved in safety and health efforts in your organization?

GROW

1. Explore the [Nonprofit Risk Management Center resource library](#).
2. Check out the following books:
 - ❑ “World-Class Risk Management for Nonprofits” by Norman Marks & Melanie Lockwood Herman
 - ❑ “Safety Culture: An Innovative Leadership Approach” by James Roughton & Nathan Crutchfield
3. On the L&I website, scan through the [safety and health topics list](#). Select three to five topics that relate directly to your nonprofit’s work and review the available materials. If needed, use your completed Safety & Health Checklist to identify topics of concern.



CHAPTER 2: Create a Safety and Health Culture

CHAPTER OUTLINE

1. What Is Safety and Health Culture?
 - A. Artifacts
 - B. Behaviors
 - C. Underlying Values
2. How to Create a Strong Safety and Health Culture
 - A. Assess Your Culture
 - B. Understand Your People
 - C. Map Your Systems

An organization's culture really matters when it comes to safety and health. This chapter breaks down the three elements of culture and gives practical ways to create a stronger safety and health culture within your organization.

1. What Is Safety and Health Culture?

Culture is talked about a lot in the nonprofit sector. In an organization, culture includes the systems of knowledge shared by a group — the values, beliefs, attitudes, and roles individuals take within the group. A nonprofit as a whole can have a culture, as can its board, staff, or people served. Your organization should aspire to create a culture that supports your mission and values.

A strong culture is vital to every nonprofit organization. An organization can have the best plan, training, or checklist in place, but it takes leadership focused on culture to ensure tools are implemented in ways that benefit people inside and outside the nonprofit.

In general, culture shows up in three ways: **artifacts**, **behaviors**, and **underlying values**. Aspects of culture are both visible and invisible. Culture is often compared to an iceberg because 90% of an iceberg is unseen below the waterline. Explore the visible and invisible parts of your nonprofit's culture to better understand where you are now and what changes you would like to make. The following examples related to safety and health break this down further.

A. Artifacts

Artifacts are the "stuff" of the organization. This includes the things that someone could see by walking around your workspace. Some artifacts are less visible and may be known by specific staff. Artifacts can be tools, documents, procedures, and more. Together, your artifacts represent visible or accessible indicators of your nonprofit's policies and protocols related to safety and health.



Your Turn: What Are Your Organization's Artifacts?

- | | | |
|--|--|--|
| <input type="checkbox"/> Accident Prevention Program | <input type="checkbox"/> Employee handbook | <input type="checkbox"/> Onboarding plans |
| <input type="checkbox"/> Safety meeting agenda | <input type="checkbox"/> Safety bulletin board(s) | <input type="checkbox"/> Strategic plan |
| <input type="checkbox"/> Budgets | <input type="checkbox"/> Documents related to safety & health | <input type="checkbox"/> Signage |
| <input type="checkbox"/> Training guides | <input type="checkbox"/> Checklists | <input type="checkbox"/> Safety-related policies |
| <input type="checkbox"/> Dress codes | <input type="checkbox"/> Personal protective equipment | <input type="checkbox"/> Tools in use |
| <input type="checkbox"/> General appearance & cleanliness of machines or tools | <input type="checkbox"/> General appearance of the environment | <input type="checkbox"/> Training plan |

B. Behaviors

Behaviors are what you can observe or witness when people interact within an organization.

Behaviors include:

- Conversations and casual comments about safety
- How people wear personal protective equipment
- How data is documented and tracked
- Participation in safety-related meetings
- How people interact across the organization, like leadership/staff, staff/board, and staff/people served
- How individuals and team members respond when someone is injured or involved in an accident

Artifacts and behaviors would be discernible to a safety inspector visiting your workplace or a consultant conducting a risk assessment.

C. Underlying Values

Underlying values are invisible elements that nevertheless shape a culture. A nonprofit can say safety and health is important, valued, and integral to mission achievement, and underlying convictions must exist so everyone in the organization matches their words with appropriate actions. The invisible elements may include:

- Values related to what matters within an organization
- Value placed on safety within staffing and organizational structure
- Assumptions that someone is taking care of safety
- Assumptions that common understandings are shared
- Attitudes about data and recordkeeping
- Attitudes about what is acceptable behavior
- Attitudes about the people your organization serves
- Unspoken rules
- Unspoken perceptions about risk
- Beliefs and habits

One way to understand the underlying values of a group of people is to interview individuals from the different layers of the organization: board, leadership team members, staff, volunteers, and people served.

2. How to Create a Strong Safety and Health Culture

With an understanding of the three aspects of culture, you can now work on building a strong safety and health culture for your organization.

A. Assess Your Culture

The first step in creating a strong safety and health culture is to assess what your organization's culture is now. Use the provided Know Your Safety and Health Culture worksheet to note how you would describe your organization's culture across the three aspects. Then describe how you want your organization's safety and health culture to be in the future.

Remember, culture can change, and the tools provided in the guide are designed to help you do so.

Tool: Know Your Safety and Health Culture

We experience culture in three ways: through the **artifacts** (documents, tools, etc.) that we use/see, through **behaviors** that we do/see, and through **underlying values** that we do not see but experience. Use the spaces provided below to respond to the questions about your organization's current culture and desired future culture.



Current Culture:

Across the three aspects of culture, where does safety and health show up in your organization?

Artifacts Documents or other "stuff" that you can touch	Behaviors Behaviors and actions you can see and experience	Underlying Values Attitudes and assumptions you experience but do not see

Future Culture:

What would you like to add or change to strengthen your organization's safety and health culture?

Artifacts	Behaviors	Underlying Values

Next Steps:

Now that you have thought about your culture and what you would like it to be in the future, write down three actions you can take to move towards your organization's desired safety and health culture.

1. _____

2. _____

3. _____

B. Understand Your People

A strong culture requires buy-in from every level of the organization. Highlighted in the guide's introduction, the levels include those within your organization (board, leadership, staff, and volunteers) and those served by your organization (clients, participants, or members). As you work to understand the people and levels of your nonprofit, consider formal networks defined by organizational structures and clear lines of authority, as well as informal, social networks that connect people to each other through friendship, kinship, or some other relationship.

As you think about your nonprofit's people, name who holds the role of overseeing safety. Larger organizations may have a specific safety staff person, while smaller organizations often do not. For smaller organizations, having a senior staff person or board member oversee safety as a clear part of their responsibilities is helpful. As new people join the organization, an orientation process for staff and volunteers that includes a review of safety and health topics goes a long way to instill a strong sense of culture within your team.

Volunteers

Volunteers are important people! Your organization can elect to extend workers' compensation coverage to volunteers just as you would a staff member. This protects volunteers in the case of on-the-job-injury.

[Learn more on the L&I website.](#)



C. Map Your Systems

A nonprofit has several levers (tools, policies, plans, etc.) in place to assist in creating a strong safety and health culture. Use the provided System Map worksheet to note which tools your organization currently has and how safety and health shows up within the tool. In addition to mapping your organization's systems, take the time to survey the leadership and staff to gain important insights about safety and health in your nonprofit. Use the Safety and Health Leadership and Staff Survey, which is available under the Safety and Health Starter Materials section of this guide, to help assess how systems and practices are actually working.

Tool: System Map

Use the System Map worksheet to think about each of the tools listed. Start by marking if your organization has the tool in place by checking yes, no, or not sure.



- If you mark yes, how are safety and health issues addressed by the tool?
- If you mark no, or not sure, what are actions you can take to help bring the tool to your organization?
- If the tool exists, but does not address safety and health, what are possible ways to incorporate safety and health considerations?

The more an organization's tools, plans, and policies reflect commitment to safety and health, the stronger the safety and health culture.

Tool	Do you have the tool?	Where/how does safety and health appear in the tool?
Strategic plan	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Policies and procedures	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Employee handbook	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Budget	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Organizational chart	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Program evaluation	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Board orientation and board meetings	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Staff onboarding process and regular staff meetings	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Human resource processes	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Training and development plan	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Other:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	

Chapter 2 Summary: Create a Safety and Health Culture



KNOW

1. A strong safety and health culture is vital to every nonprofit, and you have the ability to shape the culture of your organization.
2. In general, culture shows up in three ways: artifacts (the “stuff” of your organization), behaviors (what you see or experience), and underlying values (unseen attitudes or assumptions).
3. A culture that values safety and health will lead to better decisions in support of safety and health within your organization.
4. The first step in addressing your organization’s safety and health culture is to assess what your culture is now. Then identify items to add or change to strengthen your nonprofit’s future culture.
5. A nonprofit has tools and systems in place to help with operations. Your organization can leverage tools, systems, policies, and more to create a strong safety and health culture.

REFLECT

As you create a safety and health culture within your nonprofit, think about the following questions.

- What two or three words would you use to describe your organization’s safety and health culture?

- What would a strong safety and health culture look like with your organization? Describe what you would see, hear, and/or feel.

- What one tool would help support a stronger safety and health culture within your organization?

- How can you create incentives for people to behave safely?

GROW

1. Identify 3-5 scenarios at your organization that involve possible safety and health risks. For each scenario:
 - Describe task(s) involved and how the scenario could unfold if the right process is followed.
 - Identify tools, policies, procedures, etc. in place to reduce safety and health risks.
 - Discuss potential opportunities to further reduce risk.
2. Make a list of all the types of people connected to your organization, including those within the nonprofit, as well as the people served. Next to each type, note how you think they would describe your organization’s safety and health culture.



CHAPTER 3: Follow the Law

CHAPTER OUTLINE

1. Safety Committee or Meetings
 - A. What Is Required?
 - B. Who Should Serve?
 - C. What to Talk About?
2. Accident Prevention Program
3. Safety Bulletin Board
4. First Aid
5. Portable Fire Extinguishers

Most nonprofits are tax-exempt corporations. A nonprofit's tax-exempt status does not make the organization exempt from safety and health regulations. Nonprofits are required to follow a wide array of safety and health-related laws and regulations.

This chapter focuses on five common L&I rules violations. No matter what your organization does, the following items relate to all nonprofits with employees in a workplace. These practices reinforce each other, resulting in a stronger safety and health culture as well as legal compliance.



⚠ Important Note ⚠

This chapter is not comprehensive of all laws a nonprofit must follow. Find safety rules, training opportunities, or schedule a free consultation on [L&I's Safety and Health webpage](#).

1. Safety Committee or Safety Meetings

Sustaining a strong safety and health culture takes more than laying out a solid program or plan for your organization. When and where does important safety and health work happen? **L&I requires employers to have either a safety committee or safety meeting** that creates space for leadership and employees to identify hazards, address concerns, and evaluate program effectiveness.

A. What Is Required?

All employers are required to have either a safety committee or safety meeting, whichever is most appropriate for the organization based on specific criteria ([WAC 296-800-130](#)) that is outlined in the table on the next page.

IF YOUR NONPROFIT HAS:**THEN:**

10 or fewer employees

You may choose to have **safety meetings** instead of having a safety committee

11 or more employees on the same shift at the same location

You must have a **safety committee**

11 or more employees, but they work on different shifts and there are 10 or fewer on each shift

You may choose to have **safety meetings** instead of having a safety committee

11 or more employees, but they work in widely separate locations and there are 10 or fewer at each location

You may choose to have **safety meetings** instead of having a safety committee

There Are Clear Differences Between a Safety Committee and a Safety Meeting:**Safety Committee**[WAC 296-800-13020](#)

- Organizational structure where members represent a group — giving everyone a voice while keeping the meeting size to an effective number of participants
- Has employee-elected and employer-selected members
- Has an elected chairperson
- Determines how often, when, and where the safety committee will meet
- Must prepare minutes for each safety committee meeting, preserve the record for one year, and make available for review by L&I safety and health consultation personnel

Safety Meeting[WAC 296-800-13025](#)

- Includes all employees and at least one management representative to ensure issues are addressed
- Required to happen at least monthly
- No formal documentation requirement, except for writing down who attended and the topics discussed

B. Who Should Serve?

If your organization conducts safety meetings, be sure all employees are included and at least one management representative is present. If your nonprofit has a safety committee, make sure the committee has employee-elected and employer-selected members; the number of employee-elected members must equal or exceed the number of employer-selected members. If you are creating a new safety committee, [review WAC 296-800-13020](#) for guidelines on committee make up, required topics to cover, and documentation needs.

C. What to Talk About?

A little planning can really help create productive meeting spaces. Review the following general and organization-specific topics as you create agendas for your organization's safety meetings (or safety committee meetings). Your nonprofit's insurance carrier may also have resources and recommended topics. A sample safety meeting agenda is provided in the Safety and Health Starter Materials section of this guide. L&I also offers a [Safety Committee and Meetings resource document](#), which includes an optional safety meeting notes/minutes template.

General Topics:

- What to do in case of a specific emergency (*for example, fire, earthquake, or chemical spill*)
- Using a mobile phone while driving
- Proper lifting techniques
- Using the emergency eyewash
- Recognizing the effects of carbon monoxide
- Problems using ladders
- Loading dock safety
- Stretching exercises to prevent injuries
- How to keep the walkways clear and reduce clutter
- Seasonal hazards (*for example, rain, cold, heat, wildfire smoke, or darkness*)
- Leaving work after dark
- How to predict an accident
- Watching out for "road rage"
- Using a fire extinguisher
- First aid-personnel training and supplies

Organization-Specific Topics:

- Current personal protective equipment inventory (Is the inventory adequate and up-to-date?)
- How to safely operate a new piece of equipment the organization has acquired
- How to report unsafe conditions and near misses
- How someone in a similar organization got injured
- A "close call" that someone reported (for example, a near miss by a forklift)

A safety committee and safety meetings should also guide a feedback process that strengthens practices. Consider the following for discussion at your nonprofit's safety committee or safety meetings.

- Map possible causes of injury and potential unsafe situations in the workplace
- Review safety and health inspection reports to help correct hazards
- Evaluate accident investigations conducted since the last meeting to determine if the cause(s) of the unsafe situation was identified and corrected
- Evaluate your workplace Accident Prevention Program and discuss recommendations for improvements, if needed
- Discuss what would make safety committee and safety meetings more effective

2. Accident Prevention Program

All employers in Washington State are required to create a written Accident Prevention Program (APP). An APP is the cornerstone of an organization's overall safety program and must be tailored to the needs of your workplace, as well as the types of hazards specific to your work. An APP template is provided in the Safety and Health Starter Materials section of this guide. L&I also offers sample APP templates on their [Accident Prevention Program webpage](#).

Complete the following to meet written program and other APP requirements.

- Identify workplace hazards that could hurt employees. Look through the [Safety and Health Core Rules](#) for items that should be considered hazards.
- Find and apply ways to reduce or eliminate hazards.
- Allocate sufficient resources to support the APP.

Effective July 17, 2023, L&I adopted updated [Outdoor Heat Exposure rules](#) to address minimum requirements to prevent heat-related illness and reduce traumatic injuries associated with heat exposure for outdoor workers. Employers are required to address outdoor heat exposure safety as part of their APP.

As of the publishing of this resource (2024), L&I requires all workplaces to address COVID-19 in their APP. Your plan should address how to limit the spread of COVID-19 in your workplace, and follow current CDC guidelines. Additional information is available on [L&I's COVID requirements page](#).

Personal Protective Equipment (PPE)



Organizations must look for and identify hazards or potential hazards in the workplace and determine if PPE is needed (this is called a hazard assessment). In documenting a hazard assessment, an organization is legally obligated to select and provide appropriate PPE to employees.

[Learn more on L&I's PPE webpage.](#)

3. Safety Bulletin Board

According to the law, every fixed workplace with eight or more employees must install and maintain a safety bulletin board. The bulletin board should be placed in a common area and updated regularly (possibly daily depending on your organization's work).

Make sure the safety bulletin board is large enough to post information such as the following:

- [Required L&I workplace posters](#) including [Job Safety and Health Law poster](#)
- Accident Prevention Program (your organization's written plan)
- Name of person on staff who maintains emergency contact information
- Emergency phone numbers
- Locations of first aid kit(s) and portable fire extinguishers
- Sufficient copies of accident, incident, and injury report forms
- Safety meeting agenda
- Safety meeting minutes
- Accident statistics
- Other safety and health educational materials

4. First Aid

First aid is made up of two parts: people and supplies.

First Aid Personnel:

Your organization must make sure that first-aid trained personnel are available to provide quick and effective first aid. For most nonprofits, this means quick access to a clinic or hospital. If there is not a clinic or hospital that can treat injured employees in near proximity to your workplace, a person(s) in your organization must be adequately trained to render first aid.

The [Red Cross offers first aid and CPR classes](#) in larger communities as well as online. L&I will accept online training cards.

Supplies:

Your organization must make sure first-aid supplies are readily available. The first-aid supplies must be appropriate for the work you are doing and the work site. First-aid kits from the store or a safety supplier should be adequate for most nonprofits. In your organization's APP, consider identifying who is responsible for inventorying and restocking the first-aid supplies.

Make sure first-aid supplies are easily accessible to all employees. The first-aid supplies need to be stored in a container(s) that protect the supplies from damage, deterioration, or contamination. Make sure the container(s) is clearly marked and not locked (although the container may be sealed). You also need the ability to move the first-aid supplies to the location of an injured or ill worker.

5. Portable Fire Extinguishers

Employers must provide portable fire extinguishers in your workplace. Inspect and test all portable fire extinguishers. Make sure that portable fire extinguishers are kept fully charged, in operable condition, and left in their designated place(s). Employees must be trained on proper use of portable fire extinguishers either through "use" or "awareness" training.

- **Use Training:** employees practice with training fire props
- **Awareness Training:** employees are told how to use the equipment

[WAC 296-800-300](#) summarizes the requirements for portable fire extinguishers including details on exemptions. Your local fire marshall also enforces fire codes which address fire safety that are more comprehensive and may go beyond Washington Industrial Safety and Health Act (WISHA) rules.

About Automated External Defibrillators (AED)



Increasingly workplaces are providing AEDs. This is not required by law. If an AED is supplied and employees are expected to use the device, make sure employees receive training.

Learn more on the [American Heart Association's AED Implementation webpage](#).

Remember not all fires are the same, and not all fire extinguishers serve the same purpose. The type of portable fire extinguisher you must have in your workplace depends on the type of fire hazards that exist in your workplace. Employers must provide the correct type of portable fire extinguishers and distribute them in the workplace depending on the type, size, and severity of fire that could occur.

Fire extinguishers receive letter ratings, which correspond to the type of fire the extinguisher can put out. The following table outlines different classes of fire, type of fire, and type of extinguisher.

Common Classes of Fire and Extinguishers

Class of Fire	Type of Fire	Type of Extinguisher	Do You Have One?	Do You Need One?
A	Ordinary Combustibles: cloth, paper, rubber, wood	Water, Dry Chemical	<input type="checkbox"/>	<input type="checkbox"/>
B	Flammable Liquids: gasoline, oils, paint, lacquers	Dry Chemical, Carbon Dioxide	<input type="checkbox"/>	<input type="checkbox"/>
C	Electrical Equipment: energized electrical equipment, fuse boxes, wiring	Dry Chemical, Carbon Dioxide	<input type="checkbox"/>	<input type="checkbox"/>
K	Flammable Cooking Liquids: cooking oil, animal or vegetable-based greases	Wet Chemical	<input type="checkbox"/>	<input type="checkbox"/>

Once you get the proper portable fire extinguisher(s) in place, make sure to plan for and hold annual training. Employees need to be prepared to use the fire extinguishers if needed.

Chapter 3 Summary: Follow the Law



KNOW

1. Nonprofits are subject to various safety and health-related laws and regulations. OSHA (federal agency) sets the requirements that all employers must follow, unless state laws are stricter. In that case, employers follow the state law.
2. Chapter 3 address five actions every nonprofit with staff should take to be compliant with Washington State safety and health laws pertaining to employers:
 - Have a safety committee or monthly safety meeting (depending on the criteria your organization meets)
 - Create a written Accident Prevention Program
 - Provide a safety bulletin board in any workplace that has eight or more employees
 - Provide for first aid, both in terms of people and supplies
 - Provide functioning portable fire extinguishers and training

REFLECT

As you assess how your organization is following safety and health laws, think about the following questions.

- Of the five actions addressed in Chapter 3, how many are currently implemented at your nonprofit? If there are actions that need to be implemented, how might the staff and/or board react to steps taken to be compliant? What feelings, questions, or concerns may come up?
-
- Preventative safety and health actions take a commitment of time and resources. How can your organization leverage existing resources to ensure safety and health laws are met?
-
- At your nonprofit, who are the safety and health leaders?

GROW

- Read and bookmark [Chapter 296-800 WAC, Safety and Health Core Rules](#).
- Depending on the work performed by a nonprofit, and the inherent risks of the work, there are many additional laws an organization must follow. Think about your nonprofit's top five areas of risk, and then use the search function on the [L&I website](#) to find the requirements related to the areas of risk.
- If your organization works with people or animals, consider whether there is any sort of exposure to bodily fluids. You may need a bloodborne pathogens rule. You can find [resources on bloodborne pathogens and sharps safety](#) from the CDC.
- [Schedule a free safety and health consultation](#) with an L&I expert.
- If your nonprofit has social media, follow L&I's accounts for the latest news and resources. You can also [visit L&I's Newsroom](#) on their website to get breaking news, information, tips, and resources.



CHAPTER 4: Find Solutions

CHAPTER OUTLINE

1. Risk Bow Tie
2. Safety Management System Gap Analysis
3. Action Mapping

When it comes to understanding and responding to risks, each organization works from their own unique place. This chapter provides three ways to deepen your organization's understanding of potential risks and how to find solutions that strengthen safety and health practices. By using the tools outlined below and explained in the chapter, your organization can assess and find solutions for specific risks you may face.

Overview of Tools to Help Find Solutions



Risk Bow Tie

A way to visualize a risk event as well as identify proactive and reactive response options



Safety Management System Gap Analysis

A way to identify and address gaps in a safety management system



Action Mapping

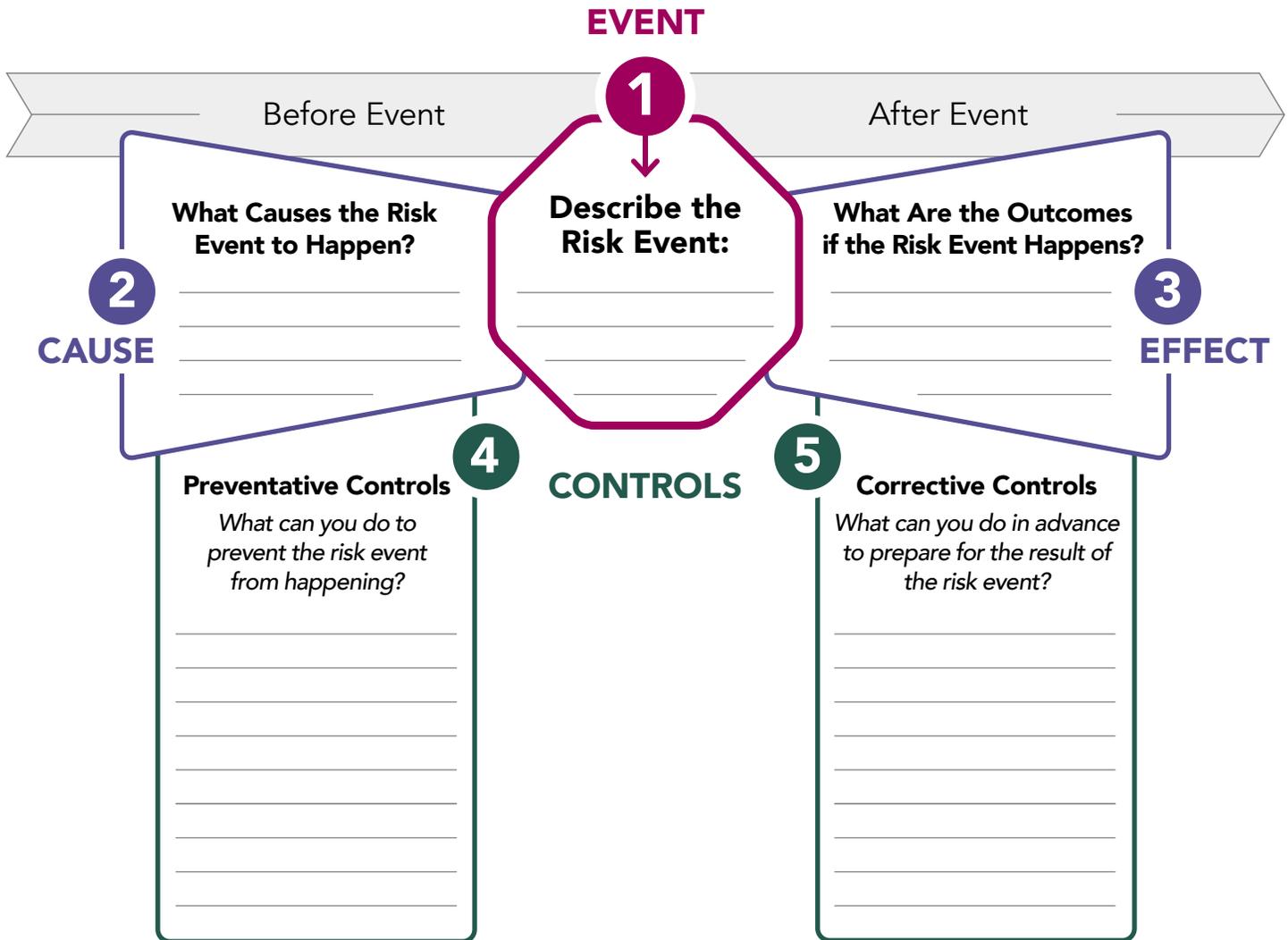
A way to identify and address barriers that prevent people from achieving anticipated results

1. Risk Bow Tie

The first step to addressing a risk is to understand the risk. Organizing your thoughts about something that could happen — a “risk event” — can help you better understand the potential risk. With that deeper understanding, your organization can take action to address the risk. This is a powerful tool, because you need to think about a risk event across time and identify actions that can happen in advance to minimize risk.

- **What Is the Tool:**
A way to visualize a risk event as well as identify proactive and reactive response options
- **When to Use the Tool:**
When strategizing about a specific risk facing your organization

Use the Risk Bow Tie tool to help visualize a risk event for your organization, and identify proactive and reactive response options. You can facilitate this exercise with your safety committee, at a safety meeting, or board meeting. If needed, you can watch a short [instructional video on the Risk Bow Tie](#) to get you started. After completing the Risk Bow Tie, plan next steps to address the preventative controls and corrective controls you identified.



2. Safety Management System Gap Analysis



James Roughton and Nathan Crutchfield (in *Safety Culture: An Innovative Leadership Approach*) list key steps to maintaining a strong safety and health culture in your organization. The key steps include:

- Build leadership team
- Involve employees
- Identify hazards, assess situations
- Prevent hazards, control for hazards
- Provide information and training
- Evaluate program effectiveness
- Sustain a safety culture

Any gaps between the steps listed above can weaken an organization's safety and health culture. For example, a lack of training can lead to systems where no one knows what to do.

- **What Is the Tool:**

A way to identify and address gaps in an organization's safety management system

- **When to Use the Tool:**

To troubleshoot an organization's safety and health management system to figure out why something is happening (or not happening)

- **How to Use the Tool:**

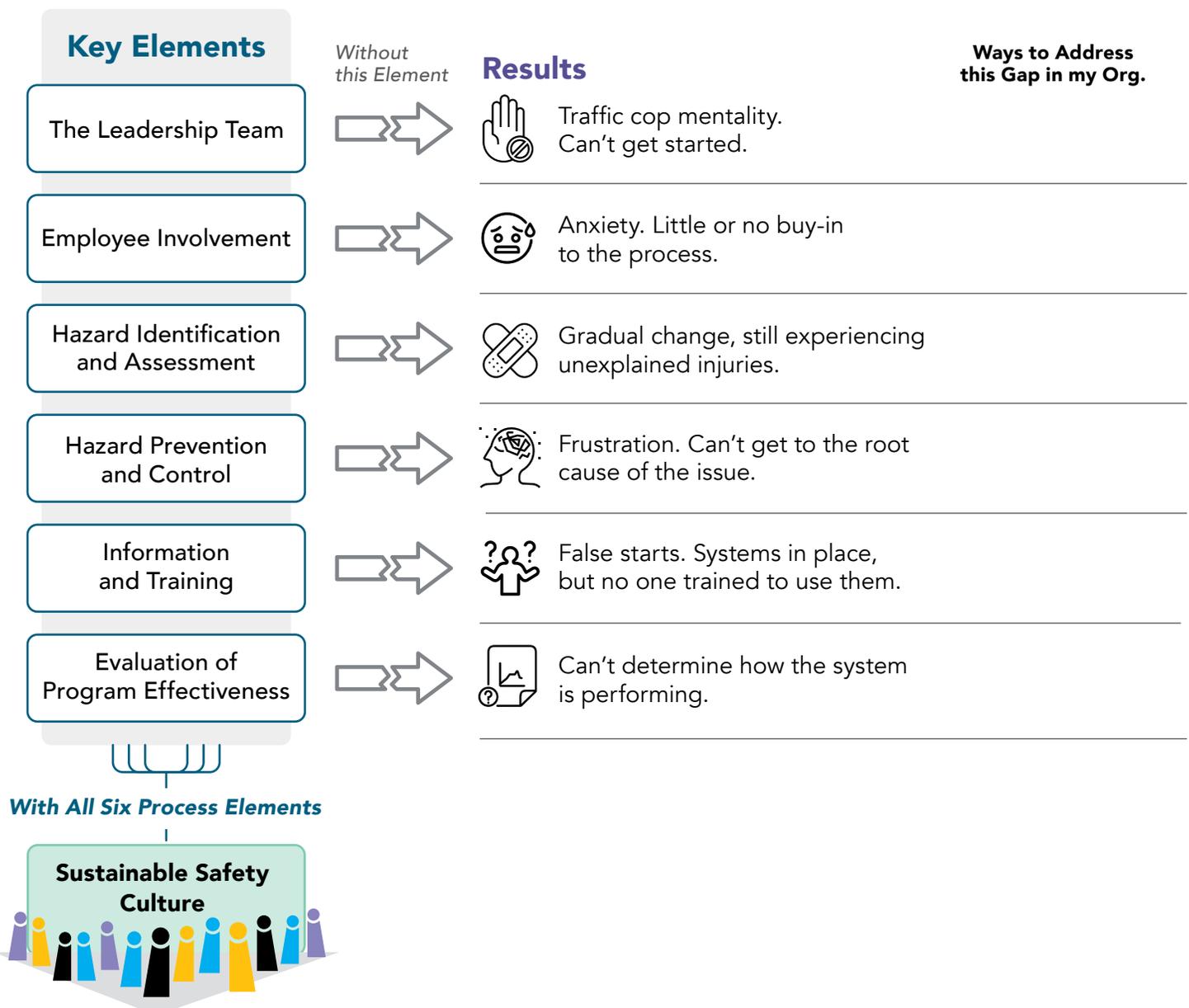
The following chart illustrates likely results when key elements are missed. The chart serves as a sample gap analysis graphic, and gives you an opportunity to think about your nonprofit's safety management system in relation to the key elements outlined. The chart provides more specific instructions. You can facilitate this exercise with your safety committee, at a safety meeting, or board meeting.



The gap analysis tool is a way to identify and address gaps in a safety management system. Below are a few guiding instructions for completing this gap analysis activity.

- Read down the “Results” column along the right side of the chart.
- Circle any of the icons that resonate with a systems challenge your organization may be experiencing or has experienced in the past.
- Work backwards to identify any potential gaps in your organization’s safety management system.
- Make a plan to address identified gap(s). Remember to involve others through use of the safety committee or safety meetings.

Safety Management System Gap Analysis



3. Action Mapping



When people are not meeting requirements or achieving expected results, most often the conclusion is more training is needed. Insufficient training is only one of several possible barriers to consider. Action Mapping explores four barriers — environment, tools, knowledge/skills, and emotions — that may prevent people from achieving expected results. This tool works from the actions and behaviors you want practiced to understand how to reduce the impact of possible barriers and generate solutions.

- **What Is the Tool:**

A way to identify and address barriers that prevent people from achieving anticipated results

- **When to Use the Tool:**

When people are not meeting requirements or achieving expected result

- **How to Use the Tool:**

The following pages include a guiding Action Map graphic and a blank Action Map for you to complete. Begin by describing your organization's safety and health goal as well as related actions. Be specific in terms of what the actions would look, sound, or feel like. Use anonymous surveys, focus groups, observations, and/or data to help with understanding why people are not doing the needed actions and discover possible barriers. Lastly, put plans in place to address identified solutions.

Source

The Action Mapping tool provided in this guide is adapted from the tools developed by Cathy Moore. On the [Action at Work website](#), you can find an overview, tools, an interactive workflow graphic, checklists, and more.

⚠️ A Note About Training ⚠️

Training alone is not effective in changing behavior. Learning must be supported by practice and accountability. Over time people naturally forget, and your organization has the ability to counteract forgetting through regular reminders, checklists and other job aids, simulations, and practice.

Action Map — Guiding Graphic



What Is the Goal?



Actions:
 What Do People Need to Do?

 What Do the Actions
 Look, Sound, or Feel Like?



**Why Are People Not
 Doing the Needed
 Actions?**



- Possible Barriers**
- Environment**
 Resistance is cultural; there may be institutional or social barriers.
 - Tools**
 Lacking a key resource or tool
 - Knowledge/Skills**
 Lacking training* or forgot how to do the action
 - Emotions**
 Lacking motivation or confidence



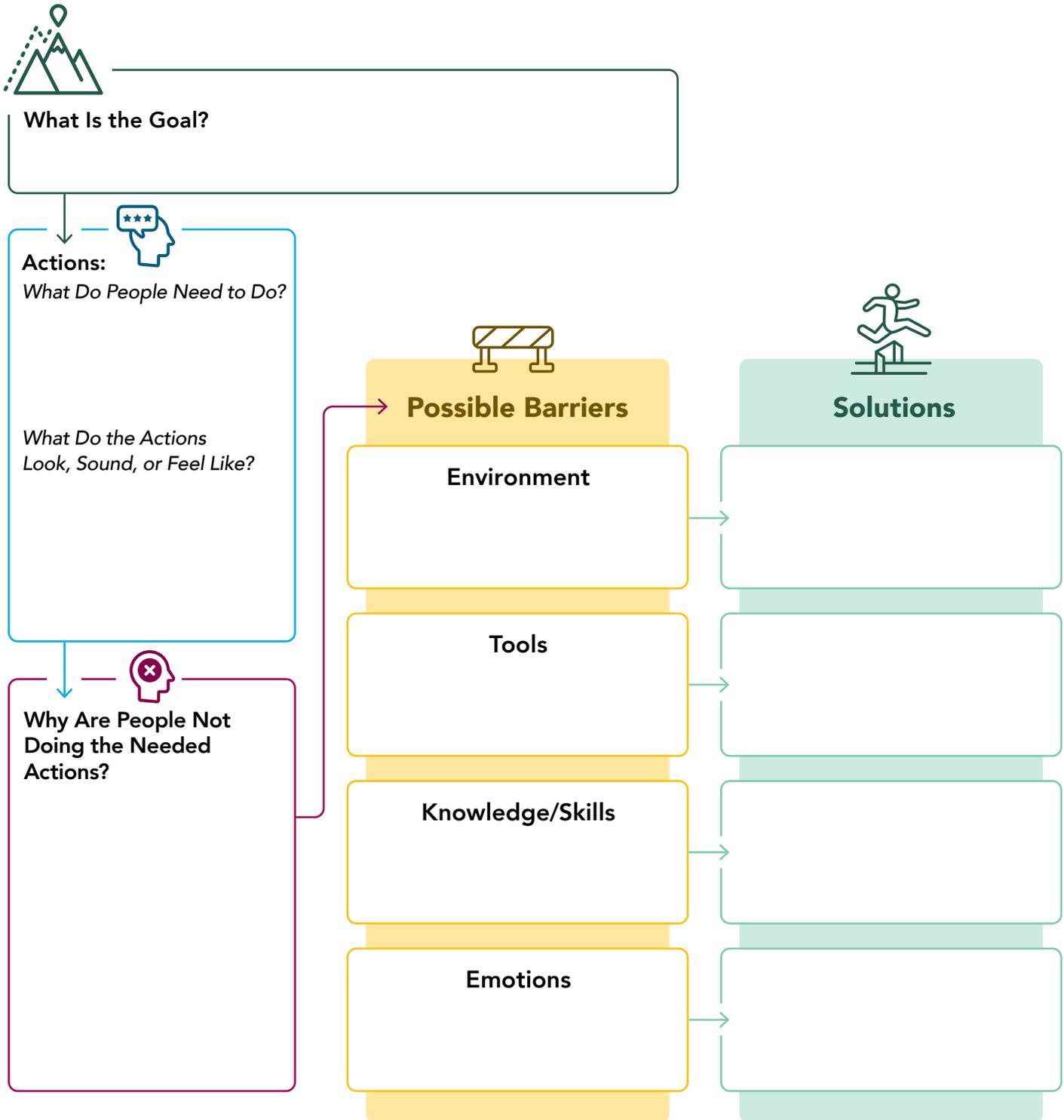
- Solutions**
- Work on cultural issues. Address systemic and social barriers.
 - Get the right tools or resource in place. Practice using tool or resource.
 - Provide training that includes practice. Hold people accountable for training and what was learned. Support training with tools.
 - Work on motivational issues. Build confidence with simulations.

**Training involves learning plus practice and accountability.*



Action Map — Worksheet

Use this graphic tool to capture your goal, related actions, and possible barriers along with solutions. Be sure to develop plans to address identified solutions.



Chapter 4 Summary: Find Solutions



KNOW

1. Nonprofits have life cycles and do different types of work. When it comes to safety and health, each organization is in a different place. An organization needs to find a way to understand the risk issues specific to their work.
2. The Risk Bow Tie offers a way to visualize the causes and outcomes of a “risk event,” or something that may affect your organization either positively or negatively.
3. An organization can ensure processes are successfully implemented by looking for potential gaps in their safety management system.
4. Action mapping explores four barriers — environment, tools, knowledge/skills, and emotions — that may prevent people from achieving expected results and helps generate solutions to reduce the impact of barriers.

REFLECT

As you work to find solutions for your nonprofit, reflect on the following questions.

- Which of the tools covered in the chapter would be most appropriate for your organization and why? When using the tool, who in the organization should be involved?
- Action Mapping invites you to expand how your organization gets feedback to collect better and more complete information. How do you get the information you have now? How might you expand your organization’s process to gather feedback that deepens what you currently know?

GROW

- ❑ Introduce the idea of the Risk Bow Tie to your nonprofit’s board. At a board meeting, invite board members to take a “risk event” and work through the exercise to determine the cause and outcomes. Imagine a series of scenarios tied to the risk event and how things could play out. This type of exercise deepens your board’s connection to safety and health work.
- ❑ Use your safety committee or safety meeting agenda to build a strategy tied to each of the key elements listed with the Safety Management System Gap Analysis chart. You may identify an overall goal for each strategy. When discussing the goal, describe what success looks like and feels like, any specific actions to take, and who is involved.



CHAPTER 5: Get Safety Specific

CHAPTER OUTLINE

1. Desk Work
2. Staff Travel
3. Working with Vulnerable Populations
4. Food Safety
5. Low-Budget Spaces
6. Physical Exertion

Every nonprofit experiences a unique set of safety and health challenges based on their work and situation. At the same time, there is a common set of issues that many nonprofits face. This chapter sets out to address the top challenges faced by nonprofits in Washington.

In 2019, NAWA invited nonprofits across Washington to share about safety and health challenges faced by their organizations. NAWA received a sampling of the type of work people do. The table below lists the challenge, the percent of respondents who face the challenge, and a check box for you to mark if this is something your organization faces.

NAWA Safety & Health Challenges Survey: Results Summary Table

Challenge	Percent of Respondents	Does the Challenge Apply to Your Nonprofit?
1. Desk work	71%	<input type="checkbox"/>
2. Safe travel	60%	<input type="checkbox"/>
3. Working with vulnerable populations	56%	<input type="checkbox"/>
4. Food handling	40%	<input type="checkbox"/>
5. Low budget spaces	38%	<input type="checkbox"/>
6. Physical exertion	30%	<input type="checkbox"/>

The following pages are designed to be standalone resources, and are available in [NAWA's Learning Library](#) for individual download. Each page outlines the challenge, describes some potential actions to take, and provides additional resources to help address the challenge. You can share the single page document at a board, staff, safety committee, or safety meeting.

As you use the following pages, remember to:



- Consult the Safety & Health Checklist at the end of the guide (available in the Safety & Health Starter Materials section).
- Using the tools provided in Chapter 4, conduct a review of the challenges facing your organization.
- Engage your nonprofit's safety committee or staff through safety meetings.

1. Desk Work

CHALLENGE

Many nonprofit people change the world while sitting at desks. Email management, writing donor letters, data tracking, and so much more happens from a desk. Nearly three-quarters of the people NAWA surveyed reported that extensive sitting is a challenge for their nonprofit. Prolonged sitting and desk work can cause various physical symptoms.

Various Physical Symptoms Resulting from Sitting

- Neck strain
- Shoulder tendinitis and bursitis
- Hand and wrist tendinitis
- Carpal tunnel syndrome
- Tennis and golfer's elbow (*epicondylitis*)

Common Risk Factors

- Repetition (*like typing*)
- Static loading or sustained exertion (*like holding hands over keyboard*)
- Awkward postures (*like slouching or holding a phone to the ear*)
- Mechanical contact stress (*like using scissors*)
- Force (*like stapling*)

ACTIONS

- ❑ Examine opportunities to reduce risk. There are four levels to consider:

Organization	Office Environment	Individual Workstation	Individual Worker
Job Design	Lighting	Furniture	Unique Characteristics
Staffing	Noise	Chairs	
Work Schedules	Temperature	Accessories	
	Office design	Hardware	
		Software	

- ❑ Check for the following:
 - Chairs are in good condition and fit the people sitting in them.
 - Materials are stored safely to prevent moving injuries.
 - Computer keyboards and monitors are placed at the right height.
- ❑ Explore your safety and health culture. Does your organization encourage breaks, standing up and moving around, or other interruptions to long periods of sitting?

RESOURCES

- [L&I Office Ergonomics webpage](#)
- [OSHA Computer Workstations eTool](#)
- [L&I Ergonomics Ideas Bank](#) — Use this tool to find solutions by industry and/or risk factor.

2. Staff Travel

CHALLENGE

Many nonprofit people drive as a part of their job. They have to get to work sites or around to see clients. Volunteers may transport people to appointments and more. Motor vehicle crashes are a leading cause of work-related deaths and injuries. Preventing accidents in cars and other motor vehicles is important to keeping people safe.

ACTIONS

The actions your organization can take will depend on whether you manage a fleet of vehicles or if you rely on employees' personal vehicles. Your organization might consider implementing the following items and/or determining other policies and procedures for your specific travel situations.

- Written policies and procedures, such as:**
 - Alcohol and drug use policy
 - Seat belt use policy
 - Distracted driving policy
 - Defensive driving policy
- Driver agreements:** Get employee agreement on traffic safety policies, procedures, expectations about driver performance, vehicle maintenance, and reporting of moving violations.
- Motor vehicle record checks:** Check the driving records of employees who drive for work purposes.
- Crash reporting and investigation:** Establish a crash reporting process.
- Vehicle maintenance:** Encourage employees to maintain their cars with safety in mind. Ensure that company vehicles get regular maintenance.
- Disciplinary action system:** Develop a policy about how you will respond if an employee receives a moving violation or experiences a preventable crash.
- Reward/incentive program:** Implement a program that makes safe driving an integral part of your safety culture.
- Driver training:** Provide appropriate driving training as needed.
- Regulatory compliance:** Determine which highway safety regulations govern your vehicles.

RESOURCES

- [OSHA Guidelines for Employers to Reduce Motor Vehicle Crashes](#)
- Nonprofit Risk Management Center articles
 - [Before You Hit the Road: Stepping Stones of Driver Safety](#)
 - [Safety is Not a Luxury: Understanding the Risks of Passenger Vans](#)

3. Working with Vulnerable Populations

CHALLENGE

Vulnerable populations include a wide range of people and characteristics. Whether your nonprofit serves children, people experiencing domestic violence, or aging adults, you want to create safe environments for them to receive services as well as ensure safe workspaces for employees and volunteers. When working with vulnerable populations, a few potential concerns to consider are trauma, security, and workplace violence. Your nonprofit may have other concerns or challenges to consider specific to the community members served by your organization.

ACTIONS

This is a broad topic that may include your nonprofit's employees, volunteers, and people you serve. This resource is meant to start a conversation, and does not cover all actions that could help address the topic.

- Study the physical design of your workspace and know when people might be alone in your nonprofit's space.
 - Review where there are locked doors or barriers that would prevent a quick escape.
 - Improve visibility through placement of furniture, windows, or mirrors.
 - Pay close attention to people entering your nonprofit's space after regular business hours when fewer people, if any, are around.
- Have visitors sign-in when they arrive at your nonprofit's workspace. Have a staff "in and out" board or system so you can more easily determine who is in the building.
- Create and follow policies and procedures for working with minors.
- Deepen your understanding and practices related to trauma-informed care.
- Take a mental health first aid course. Learn how to identify, understand, and respond to signs of mental illness and substance abuse.
- Make sure first-aid trained personnel are available to provide quick and effective first aid. Make sure first-aid supplies are readily available and appropriate to your organization's work and work site.

RESOURCES

- **OSHA resources:**
 - [Evacuation Plans and Procedures eTool](#) — This eTool will help small, low-hazard service organizations implement an emergency action plan and comply with OSHA emergency standards.
 - [Guidelines for Preventing Workplace Violence](#)
- **L&I resources:**
 - [Workplace Violence: Awareness and Prevention for Employers and Employees](#)
 - [Online Safety Trainings webpage](#) — From the "by course title" list, scroll to the letter W for presentation materials on working alone safely and workplace violence prevention.
- [Mental Health First Aid](#)

4. Food Safety

CHALLENGE

Food is a regular part of nonprofit life, whether it is providing food to the people served by your organization or setting out food for staff, board, or volunteers. Organizations need to make sure the nourishment provided is safe and healthy.

Food Safety Concerns Include:

- Sanitation
- Water supply
- Food handling
- Safe operations of kitchens and feeding facilities

ACTIONS

When serving food to the public, review the following actions related to cleanliness and food handling. Getting food safety training and a food worker card is an excellent way to learn about key rules and proper procedures. A food worker card, also known as a food handler permit, is required if you work with unpackaged food, food equipment or utensils, or with any surface where people put unwrapped food.

Cleanliness

- Always keep the serving area clean. Bleach is a common solution to use on surfaces. Never allow a bleach solution to contact the food or food service items.
- Keep the floors clean. A solution of bleach is a good choice depending on the floor surface. Wear nitrile gloves and a pair of goggles when using bleach to prevent your eyes and skin from splashes.
- All pots, pans, dishes, etc. are to be washed and then sanitized in hot water before being dried. If the kitchen is equipped with a dishwashing machine, use that for sanitizing. If not, you may have to use the three-compartment dishwashing process of wash, rinse, and sanitize.
- Sanitize all utensils and cutting boards before using them for another food type.

Food Handling

- Make sure there is clean, uncontaminated drinking water available (also known as potable water). Clearly label any water sources not fit for drinking.
- Wear nitrile or other similar gloves when handling food. Ensure everyone handling food or otherwise working in the kitchen washes their hands thoroughly prior to working. If anyone leaves the kitchen for any reason, they should wash their hands again upon return.
- Perishable items should not be left out at room temperature for long periods of time, and should be stored below 40 degrees Fahrenheit.
- Meats should be cooked to the [appropriate internal temperature](#). Use a thermometer to gauge the temperature of the meat.
- Serving areas should be kept organized and clean. If possible, have a server do the serving as opposed to open self-serve lines. This is for the safety and sanitation of the service line. If that is not possible, have someone watch the line to make sure utensils are kept clean and are not cross contaminating.

RESOURCES

- [OSHA Foodborne Disease webpage](#)
- [Washington State Department of Health Food Safety webpage](#)
- [Do it Right, Serve it Safe! Washington State Food Worker Course](#) — Take the course, pass the test, and receive your food worker card.

5. Low-Budget Spaces

CHALLENGE

Nonprofits work hard to responsibly steward resources and maximize their budgets. Low-budget spaces can introduce safety and health issues that if not addressed can adversely affect employees, volunteers, and clients. Never postpone or compromise on work related to identified safety and health issues.

Challenges Related to Low-Budget Spaces May Include:

- Facility maintenance
- Electrical outlets
- Egress and exit routes
- Lighting
- Storage

ACTIONS

Possible actions to take really depend on the space your organization is occupying. The following suggestions are offered as a starting place.

- Electricity:** Consider how extension cords are used throughout the workspace. Put surge protectors in place to minimize the chance of an electrical fire.
- Space Heaters/Candles:** Ensure space heaters and candles are clear of anything that could catch fire or lead to either item falling over. Consider a no candles and/or no space heater policy.
- Egress:** Create scenarios that involve people needing to escape quickly from different places of your workspace. Walk through how they would escape, making sure there are no barriers or fall hazards in the way.
- Tight Spaces:** Consider the ergonomic impacts of desks crammed into a small space. Do people have room to move around? If appropriate, consider options such as remote work to ease space constraints.

RESOURCES

- [OSHA Working Safely with Electricity Factsheet](#)
- [L&I Electrical Safety Standards, Administration, and Installation](#)
- The Nonprofit Safety and Health Checklist provided in the Nonprofit Safety and Health Starter Materials section of the guide includes a detailed checklist on structural and systems-related issues to look for in your space.

6. Physical Exertion

CHALLENGE

Moving a nonprofit's mission forward often means putting food onto shelves, furniture into place, plants into the ground, or people into vehicles. People bend, lift, push, and pull through the course of work, and hopefully avoid sprains and strains that can come from physical exertion.

Possible Causes of Injury from Physical Exertion Include:

- Repetitive motion
- Improper lifting
- Working in an awkward position

ACTIONS

Some actions you might consider taking include:

- Floor Surfaces:** If people stand for long periods of time, invest in shock-absorbing floor mats.
- Work Stations:** Organize key functions into work stations, such as a shipping station or a food prep station.
- Hand Trucks:** Provide hand trucks or carry cases with wheels to reduce the need to lift heavy items.
- Shelving:** Take heavy items off of high shelves. Place heavy items on lower shelves that are accessible to a hand truck.
- Training:** Make sure people are trained on issues related to physical exertion, such as proper lifting techniques. Practice together to build good habits.

RESOURCES

- [OSHA Ergonomics webpage](#)
- **L&I resources:**
 - [Quick Tips for Lifting](#) (English and Spanish)
 - [Sprains & Strains Evaluation Tools webpage](#)
 - [Ergonomics Trainings & Tips webpage](#)

Chapter 5 Summary: Get Safety Specific



KNOW

1. Every nonprofit faces a unique set of safety and health challenges. There are six areas that are common to most nonprofits in Washington.
 - Desk work
 - Safe travel
 - Working with vulnerable populations
 - Food safety
 - Low-budget spaces
 - Physical exertion
2. Evaluating your organization to identify which type of workplace safety and health challenges apply is important.

REFLECT

As you get safety specific, think about the following reflection questions.

- Which of the six workplace challenges apply to your organization?
-
- How can you use the resource pages in this chapter to improve the safety and health of your workplace? Who can you share these resource pages with?
-
- For the areas covered in this chapter, does your organization have any best practices? Remember to celebrate your successes!

GROW

- Identify one of the six safety specific resource pages, and go over the content at your next safety committee, safety meeting, or board meeting.
- Choose one of the six areas and explore all the links and additional reading listed under the Resource section.
- Review [L&I's Top 10 Violations webpage](#), or consider scheduling a no-cost consultation through [L&I's Consultation Program](#).



Safety and Health Starter Materials



With this collection of resources, put what you learned through the Safety and Health in Nonprofits guide into action. This section of the guide includes a checklist, templates, and worksheets. Use and adapt the Safety and Health Starter Materials to best suit your organization.

1. Nonprofit Safety and Health Checklist

Use this checklist to complete a quick assessment of your organization. Start by checking off items your organization currently addresses. Next, go through the SHiN guide and materials. Use the checklist to take notes on what you learned and improvements your nonprofit can make. If your nonprofit has remote or hybrid employees, consider how items in the checklist may apply to the different locations employees perform work.

This checklist draws from the Washington Administrative Code (WAC), L&I, and OSHA resources. The checklist is by no means all-inclusive. Not all items will apply to your organization. Refer to [Chapter 296-800 WAC, Safety and Health Core Rules](#) for specific standards and guidance. [L&I's Consultation Program](#) offers confidential, no-fee, professional advice and assistance to Washington employers, which can provide your nonprofit valuable information for your specific situation.

CHAPTER OUTLINE

1. Nonprofit Safety and Health Checklist
2. Templates and Worksheets
 - A. Know Your Safety and Health Culture Worksheet
 - B. Systems Map Worksheet
 - C. Safety and Health Leadership and Staff Survey
 - D. Safety Committee or Meeting Template
 - E. Accident, Incident, or Injury Report Form Template
 - F. Accident Prevention Program (APP) Template
 - G. Risk Bow Tie Worksheet
 - H. Safety Management System Gap Analysis Worksheet
 - I. Action Mapping Worksheet

Employer Responsibilities: Safe Workplace ([WAC 296-800-110](#))

Notes

- Provide a workplace free of recognized hazards
- Provide and use means to make your workplace safe
- Prohibit employees from entering, or being in, any workplace that is not safe
- Construct your workplace so it is safe
- Prohibit alcohol and narcotics from your workplace
- Prohibit employees from using tools and equipment that are not safe
- Establish, supervise, and enforce rules that lead to a safe and healthy work environment that are effective in practice
- Control chemical agents
- Protect employees from biological agents

Employee Responsibilities ([WAC 296-800-12005](#))**Notes**

Employees must play an active role in creating a safe and healthy workplace and comply with all applicable rules.

Employees must:

- Study and follow all safe practices that apply to their work
- Coordinate and cooperate with all other employees in the workplace to try to eliminate on-the-job injuries and illnesses
- Apply the principles of accident prevention in their daily work and use proper safety devices and protective equipment as required by their employment or employer
- Take care of all personal protective equipment (PPE) properly
- Not wear torn or loose clothing while working around machinery
- Report promptly to their supervisor every industrial injury or occupational illness
- Not remove, displace, damage, or destroy or carry off any safeguard, notice, or warning provided to make the workplace safe
- Not interfere with use of any safeguard by anyone in the workplace
- Not interfere with the use of any work practice designed to protect them from injuries
- Do everything reasonably necessary to protect the life and safety of employees

Safety Committees/Safety Meetings ([WAC 296-800-130](#))**Notes**

- Establish a safety committee and conduct meetings
- Conduct monthly safety meetings

Accident Prevention Program ([WAC 296-800-140](#))**Notes**

- Develop a formal, written Accident Prevention Program
- Develop, supervise, implement, and enforce safety and health training programs that are effective in practice
- Make sure your accident prevention program is effective in practice

Accident Reporting ([WAC 296-800-320](#))**Notes**

- Make sure equipment involved in a work-related accident is not moved
- Assign people to assist the Department of Labor & Industries in their investigation
- Conduct a preliminary investigation for all serious injuries
- Document the preliminary investigation findings

First Aid ([WAC 296-800-150](#))**Notes**

- Make sure that first-aid trained personnel are available to provide quick and effective first aid
- Make sure appropriate first aid supplies are readily available
- Make sure emergency washing facilities are functional and readily accessible

Safety Bulletin Board & Posters ([WAC 296-800-19005](#) & [296-800-200](#))**Notes**

- Provide a safety bulletin board in your workplace
- Post relevant information, such as safety newsletters and posters, accident statistics, emergency contact information, and other relevant safety information
- Post and keep a job safety and health law poster in your workplace

Fire Extinguishers ([WAC 296-800-300](#))**Notes**

- Provide portable fire extinguishers in your workplace
- Make sure that portable fire extinguishers are kept fully charged, in operable condition, and left in their designated places
- Inspect and test all portable fire extinguishers according to their recommended maintenance schedule
- Train your employees to use portable fire extinguishers

Personal Protective Equipment (PPE) ([WAC 296-800-160](#))**Notes**

- Do a hazard assessment for PPE
- Select and provide appropriate PPE to your employees
- Train your employees how to use PPE
- Require employees to use necessary PPE on the job
- Keep your PPE in safe and good condition

Bloodborne Pathogens ([WAC 296-823](#))**Notes**

- Determine if you have employees with occupational exposure to bloodborne pathogens
- Develop and implement a written exposure control plan
- Provide training to your employees
- Handle contaminated sharps properly and safely
- Handle regulated waste properly and safely

Outdoor Heat Exposure ([WAC 296-62-09530](#))**Notes**

- Address an outdoor heat exposure safety program in the written Accident Prevention Program
- Provide and maintain one or more areas with shade at all times
- Ensure that a sufficient quantity of suitably cool drinking water is readily accessible to employees at all times
- Provide training for employees and supervisors prior to outdoor work where occupational exposure to heat might occur, and at least annually after the initial training

Tobacco, Alcohol, and Narcotics ([WAC 296-800-240](#) & [296-800-11025](#))**Notes**

- Eliminate exposure to environmental tobacco smoke in your office work environment
- Prohibit alcohol and narcotics from your workplace
- Prohibit employees under the influence of alcohol and narcotics in the workplace (**Note:** *Employees who are taking prescription drugs, as directed by a physician or dentist, are exempt if the employees are not a danger to themselves or others.*)

Ergonomic Issues ([L&I Ergonomics Process resource page](#))**Notes**

- Instruct employees on proper ergonomic guidelines, such as proper alignment of office desks, chairs, and computer monitors
- Work with your employees and safety committee to identify and address potential strain and sprain hazards in the workplace

Transportation ([OSHA Guidelines for Employers to Reduce Motor Vehicle Crashes](#))**Notes**

- Ensure employees who operate vehicles as a part of job requirements have a valid driver's license of the appropriate type
- Conduct motor vehicle background checks for employees who drive as part of their job requirements
- Ensure enforcement of a driving policy that prohibits cell phone use and requires insurance
- Ensure routine maintenance of company vehicles

Workplace Violence**Notes**

Some workplaces, such as health care settings and late night retail establishments, are required to have a workplace violence prevention plan by Washington State law. Regardless of whether your worksite falls within these rules, every business should consider establishing a workplace violence prevention plan. Review the [L&I Workplace Violence Awareness and Prevention guide for more information](#).

- Conduct an inventory of risk factors
- Establish a workplace violence prevention plan
- Assign responsibility and authority for the various aspects of workplace violence prevention
- Provide training to your employees and volunteers as appropriate
- Maintain a system of accountability, including recordkeeping and evaluation

Drinking Water, Bathrooms, Washing Facilities, and Waste Disposal ([WAC 296-800-230](#))**Notes**

- Provide safe drinking (*potable*) water in your workplace
- Clearly mark the water outlets that are not fit for drinking (*nonpotable*)
- Provide bathrooms for your employees
- Provide convenient and clean washing facilities
- Make sure eating areas are safe and healthy
- Dispose of garbage and waste safely
- Make sure any work clothes you provide are dry

Stairs ([WAC-296-800-250](#))**Notes**

- Provide fixed stairs where required
- Provide stairs that minimize hazards
- Provide handrails and stair railings

Floors and Roofs ([WAC- 296-800-22022](#) & [296-800-270](#))**Notes**

- Make sure floors are maintained in a safe condition
- Do not overload floors or roofs
- Make sure floors can support equipment that moves or has motion
- Post approved weight limits for floors

Electrical ([WAC 296-800-280](#))**Notes**

- Inspect all electrical equipment your employees use to make sure the equipment is safe
- Make sure all electrical equipment is used for its approved or listed purpose
- Make sure electrical equipment used or located in wet or damp locations is designed for such use
- Maintain electrical fittings, boxes, cabinets, and outlets in good condition
- Maintain all flexible cords and cables in good condition and use safely
- Make sure electrical equipment is effectively grounded
- Make sure electrical equipment has overcurrent protection

Lighting ([WAC 296-800-210](#))**Notes**

- Maintain adequate lighting

Housekeeping, Drainage, and Storage ([WAC 296-800-220](#))**Notes**

- Keep your workplace clean
- Sweep and clean your workplace to minimize dust
- Keep your workplace free of obstacles that interfere with cleaning
- Control pests in your workplace
- Keep your workroom floors dry, when practical
- Provide proper drainage
- Store things safely
- Control vegetation in your storage areas

Exit Routes and Employee Alarms ([WAC 296-800-310](#))**Notes**

- Provide adequate number of exit routes
- Make sure that exit routes are large enough
- Make sure that each exit route leads outside
- Provide unobstructed access to exit routes
- Exit doors must be readily opened from the inside
- Mark exits adequately
- Provide adequate lighting for exit routes and signs
- Install and maintain an appropriate employee alarm system
- Establish procedures for sounding emergency alarms
- Test the employee alarm system on a regular basis per manufacturer recommendations
- Create an evacuation plan for emergencies (*This is a required part of your [Accident Prevention Program.](#)*)

2. Templates and Worksheets

From assessing your nonprofit’s safety and health culture to developing your Accident Prevention Program, this section is full of useful templates and worksheets. You are invited to use and adapt the templates and worksheets to best support your organization’s needs. Some items from the guide are repeated in this section for quick access to use with your safety committee or at a safety meeting.

A. Know Your Safety and Health Culture Worksheet

We experience culture in three ways: through the **artifacts** (documents, tools, etc.) that we use/see, through **behaviors** that we do/see, and through **underlying values** that we do not see but experience. Use the spaces provided below to respond to the questions about your organization’s current culture and desired future culture.

Current Culture:

Across the three aspects of culture, where does safety and health show up in your organization?

Artifacts Documents or other “stuff” that you can touch	Behaviors Behaviors and actions you can see and experience	Underlying Values Attitudes and assumptions you experience but do not see

Future Culture:

What would you like to add or change to strengthen your organization’s safety and health culture?

Artifacts	Behaviors	Underlying Values

Next Steps:

Now that you have thought about your culture and what you would like it to be in the future, write down three actions you can take to move towards your organization’s desired safety and health culture.

1. _____
2. _____
3. _____

B. Systems Map Worksheet

Use the Systems Map worksheet to think about each of the tools listed. Start by marking if your organization has the tool in place by checking yes, no, or not sure.

- If you mark yes, how are safety and health issues addressed by the tool?
- If you mark no, or not sure, what are actions you can take to help bring the tool to your organization?
- If the tool exists, but does not address safety and health, what are possible ways to incorporate safety and health considerations?

The more an organization's tools, plans, and policies reflect commitment to safety and health, the stronger the safety and health culture.

Tool	Do you have the tool?	Where/how does safety and health appear in the tool?
Strategic plan	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Policies and procedures	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Employee handbook	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Budget	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Organizational chart	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Program evaluation	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Board orientation and board meetings	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Staff onboarding process and regular staff meetings	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Human resource processes	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Training and development plan	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	
Other:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure	

C. Safety and Health Leadership and Staff Survey

Complete the section that most aligns with your role with the nonprofit. Where relevant, think about a concrete example that you could use to demonstrate why you answered yes, no, or not applicable (NA). Conduct this survey on a regular basis to chart changes over time.

Date: _____

Leadership	Yes	No	NA
I discuss safety with employees.			
I actively demonstrate an interest in the welfare of our employees .			
I actively demonstrate an interest in the well-being of the people we serve .			
I am involved in setting priorities related to safety and health.			
I can name policies we have set related to safety and health.			
I participate in safety meetings .			
Money is available for safety-related expenses.			
I participate in safety and health inspections .			
I know how workplace safety-related incidents are investigated .			
I know that workplace safety-related incidents are investigated .			
I have participated in conversations in which safety and health data was analyzed.			
Safety rules are enforced through written documentation.			
I always wear relevant personal protective equipment.			
I attend safety training regularly.			
I set a positive example of safe work behavior.			

Staff	Yes	No	NA
I can describe the process for investigating safety-related incidents.			
The process for investigating incidents is effective .			
I am involved in decision-making related to safety and health programs .			
I am involved in decision-making related to safety and health training .			
I am involved in decision-making related to safety and health resource allocation (for example, budgeting).			
I participate in safety inspections .			
I receive appropriate safety and health training .			
New employees receive an orientation that includes safety and health information.			
Supervisors receive appropriate safety and health training.			

D. Safety Committee or Meeting Template

Safety Committee or Safety Meeting Agenda

Date:

Attendees:

1. Quick items:
 - Minutes from last safety committee or safety meeting
 - Any other business that does not require discussion
2. Unfinished business from last meeting:
3. Any hazards reported during this time period?
Discuss and plan a course of action to address the hazard(s).
4. Describe any accident investigations conducted since the last meeting.
Did you identify and correct the cause of the unsafe situation(s)?
If not, plan a course of action.
5. Discussion: Select a safety and health-related topic for discussion.
Make sure you provide needed support materials.
6. Other safety-related topics:



Remember:

- Document attendance
- Write down subjects discussed
- Keep records from meetings
- Prepare minutes from each safety committee
- Preserve safety committee minutes for one year
- As requested, make safety committee minutes available for review by L&I

E. Accident, Incident, or Injury Report Form Template

Accident, Incident, or Injury Report Form:

This is a report for a/an

- Unsafe condition or situation
- Near miss
- First aid injury
- Injury needing medical attention
- Damage to equipment or material

1. Briefly describe the event or condition:

2. Why do you think the event or condition happened?

3. Have you seen the event or condition before at this organization?

4. What could have been done to prevent the event or condition from happening?
What changes should we make?

Your Name:

Date:

Reviewed by:

Date:

Date Discussed at Safety Committee or Safety Meeting:

F. Accident Prevention Program (APP) Template

This Accident Prevention Program (APP) template is provided as an example to give your organization a starting place. The APP must be tailored to your nonprofit's actual operations and the potential hazards that may be encountered by your employees. If your nonprofit has remote or hybrid employees, consider how the APP applies to the different locations employees may perform work.

Including the regular review and updating of your organization's APP as part of someone's job duties is a good idea. The identified person can report updates to the head of the safety committee or at a safety meeting on a quarterly basis. The employer should check that updates are correct. Ultimately, the employer is responsible for ensuring that an up-to-date APP is in place.

Instructions:

- Read through the template carefully. Add and/or remove information as needed to make the APP specific to your organization.
- Additional instructions are provided directly in the template through bracketed green text.
- Consult [Chapter 296-800 WAC, Safety and Health Core Rules](#) for a complete list of safety standards in Washington State.

Next Steps:

After your organization's Accident Prevention Program is drafted and approved:

- In order to be effective in practice, the APP program must be implemented.
- As changes occur in your work (for example, new equipment, new processes, etc.), your organization's APP needs to be updated.

Accident Prevention Program

[Name of Your Organization]

[Date]

1. Safety Orientation

Each employee will be given a safety orientation by [name or title of person who will provide the initial safety orientation] when first hired. The orientation will cover the following items:

A. Description of the Accident Prevention Program

We have a formal written Accident Prevention Program as described in WISHA regulations ([WAC 296-800-140](#)).

It consists of this safety orientation and a [safety committee or safety meeting, whichever criteria your organization meets] that is described in Part 2 Safety Leadership.

We also have basic safety rules that all employees must follow, which are:

[Add any basic safety rules that apply to the work your organization does. Delete any from the list below that do not apply to your organization.]

- Never do anything that is unsafe in order to get the job done. If a job is unsafe, report it to your [supervisor or safety committee representative]. We will find a safer way to do that job.
- Do not remove or disable any safety device! Keep guards in place at all times on operating machinery.
- Never operate a piece of equipment unless you have been trained and are authorized.
- Use your personal protective equipment whenever it is required.
- Obey all safety warning signs.
- Working under the influence of alcohol or illegal drugs or using them at work is prohibited.
- Do not bring firearms or explosives onto company property.
- Smoking or vaping is only permitted outside the building away from any entry or ventilation intake.
- Horseplay, running, and fighting are prohibited.
- Clean up spills immediately. Replace all tools and supplies after use. Do not allow scraps to accumulate where they will become a hazard. Good housekeeping helps prevent accidents.

B. How and When to Report Injuries + Location(s) of First Aid Facilities

- If you are injured or become ill on the job, report this to [add name or title of person to whom injuries should be reported].
- There is a first aid kit located [add where first aid kit(s) are located in your organization].
- We require all supervisors to have first-aid/CPR training.
- We have also posted emergency phone numbers [add location of emergency phone numbers].

Accident Prevention Program

C. How to Report Unsafe Conditions and Practices

If you see something that is unsafe or someone working unsafely, immediately report it to [add name or title of person to whom unsafe conditions should be reported].

D. What to Do in an Emergency Including How to Exit the Workplace

An evacuation map for the building is posted [add location of evacuation map if you have one, or delete this sentence]. The evacuation map shows the location of exits, fire extinguishers, first aid kits, and where to assemble outside.

[If your organization has remote or hybrid employees, consider including some type of guidance related to their work environments. For example, make a note of at least two exits from your building, location of fire extinguishers (if any), and first aid supplies.]

i. Fire Emergency

You will be trained on how to use a fire extinguisher as part of your orientation. [Customize your plan by adding how fire emergencies and how fire extinguisher training will be handled in your organization.]

- If you discover a fire:
 - Tell another person immediately.
 - Call or have the other person call 911 and a supervisor.
- If the fire is small (such as a wastebasket fire) and there is minimal smoke, you may try to put the fire out with a fire extinguisher (only if you are trained on how to use fire extinguishers and if you are following your employer's fire emergency action plan).
- If the fire grows or there is thick smoke, do not continue to fight the fire.
- Tell other employees in the area to evacuate.
- Go to the designated assembly point outside the building.

ii. Earthquake Emergency

During an Earthquake

If you are inside a building:

- Drop under a desk or table, cover your head, and hold on. Stay away from windows, heavy cabinets, bookcases, or glass dividers.
- When the shaking stops, supervisors are to check for damage and available evacuation routes then begin an evacuation of their area to the designated assembly location.
- Evacuation should proceed as quickly as possible since there may be aftershocks.
- Supervisors must account for each employee in their work group as quickly as possible.
- First aid certified employees should check for injuries and help evacuate injured employees. Do not attempt to move seriously injured persons unless they are in immediate danger of further injury.
- If a gas odor is in the building, tell a supervisor to turn off the gas at the main and open windows. All supervisors are trained in the gas shut off procedure. *[Tailor this section to your organization including the location of emergency shut-off valves and who would have that assignment.]*
- Supervisors and first aid employees must not re-enter the building once evacuation is complete.
- Do not approach or touch downed power lines or objects touched by downed power lines.
- Do not use the phone except for emergency use.
- Turn on a radio and listen for public safety instructions.

If you are outside:

- Stand away from buildings, trees, and telephone and electric lines.

If you are on the road:

- Drive away from underpasses/overpasses.
- Stop in a safe area.
- Stay in the vehicle.

E. Preventing COVID-19

As of the publishing of this resource (2024), L&I requires all workplaces to address COVID-19 in their APP. Your plan should address how to limit the spread of COVID-19 in your workplace, and follow current CDC guidelines. Additional information is available on [L&I's COVID requirements page](#).

F. Outdoor Heat Exposure

When temperatures are above 80° F and you must perform work outside*:

- Drink plenty of water to stay hydrated. [Add your organization's procedure for providing cool drinking water. Employers must provide at least one quart per hour of cool drinking water for employees working outdoors in the heat.]
- Work in shade when possible, and take cool down breaks in the shade when it is not. [Add your organization's procedures for providing shade or other sufficient means to reduce body temperature including the location of such means and how employees can access the shade/other means provided. Employers must provide shade or other means to decrease body temperature.]
- Monitor yourself and others for symptoms of heat related illness. You will receive additional training on the symptoms of heat related illness. [Add your organization's plan for maintaining communications and reporting related to heat related illness. Employers must ensure effective communication is maintained so that employees at the work site and their supervisor can contact each other to report signs and symptoms of heat-related illness and get medical attention when necessary.]
- If you have any symptoms of heat illness, stop working and take measures to reduce your body temperature, including sitting in the shade or moving inside to air conditioning. Report your symptoms to your supervisor. Never leave someone experiencing heat illness alone. The individual could get worse or even die. Seek medical attention if you have symptoms of heatstroke, you are throwing up, your symptoms get worse, or your symptoms last longer than one hour.
- [If your employees perform regular physical labor outdoors, include a plan to acclimatize new and returning workers to heat by gradually increasing their full workload. Include monitoring procedures for workers who are acclimatizing.]



*Special Note:

If employees are required to wear nonbreathable clothes including vapor barrier clothing or PPE (such as chemical resistant suits), the action temperature decreases to 52° F.

When temperatures are above 90° F and you must perform work outside:

In addition to the procedures outlined above for working in temperatures greater than 80° F, the following applies.

- Once every two hours, you must take a 10-minute cool-down break in the shade, or use other effective measures to reduce body temperature such as a misting fan or air conditioning. These mandatory breaks are paid unless taken during a meal period.

When temperatures are above 100° F and you must perform work outside:

In addition to the procedures outlined above for working in temperatures greater than 80° F, the following applies.

- Once every hour, you must take a 15-minute cool-down break in the shade, or use other effective measures to reduce body temperature such as a misting fan or air conditioning. These mandatory breaks are paid unless taken during a meal period.

We provide annual training to employees and supervisors on symptoms of outdoor heat exposure and policies are in place to prevent heat-related illness. [Add name or title of person who will provide training and any other information related to policies or plans to prevent heat-related illness.]

G. Identification of Hazardous Chemicals or Medications Used at the Location

[Customize based on what, if any, chemicals are used by your organization or medications are administered/stored at your organization. If none, consider noting that your organization does not use or store hazardous chemicals or medications at your location(s).]

- We use several chemicals, including solvents and cleaners. You will receive a separate orientation as part of our chemical hazard communication program on the hazards of these chemicals before you work with them or work in an area where the chemicals are used.
- We store several medications. You will be instructed by [add name or title] on how to administer/store these medications.

H. Use and Care of Required Personal Protective Equipment (PPE)

[Customize based on what, if any, personal protective equipment is used in your organization.]

- Some tasks in our organization require an employee to wear PPE to protect against injury.
- You will be instructed by [add name or title of person who will instruct employees in the use and care of PPE] using the manufacturer's instructions that are attached to this program on how to use and care for this PPE.

I. On-the-Job Training about What You Need to Know to Perform the Job Safely

Before you are first assigned a task, [add name or title of person who will conduct on-the-job training for new employees] will show you what to do along with safety instructions and required PPE.

- We have established safety rules and personal protective equipment (PPE) requirements based upon a hazard assessment for each task.
- Do not use equipment or attempt to do any of these tasks until you have received required training and PPE.

2. Safety Leadership

[Determine if your organization meets the criteria for a safety committee or safety meetings. Include specific details related to your organization's safety committee or safety meetings.]

Safety Committee

[Required for employers with 11 employees or more.]

- Our committee will consist of [add the make-up of your organization's safety committee].
- Employees will elect from among themselves a representative to be on the committee.
- The safety committee members will elect a chairperson.
- The regularly scheduled meeting is [add the usual meeting time, such as the first Thursday of each month]. This may be changed by vote of the committee.
- A committee member will be designated each month to keep minutes

Safety Meetings

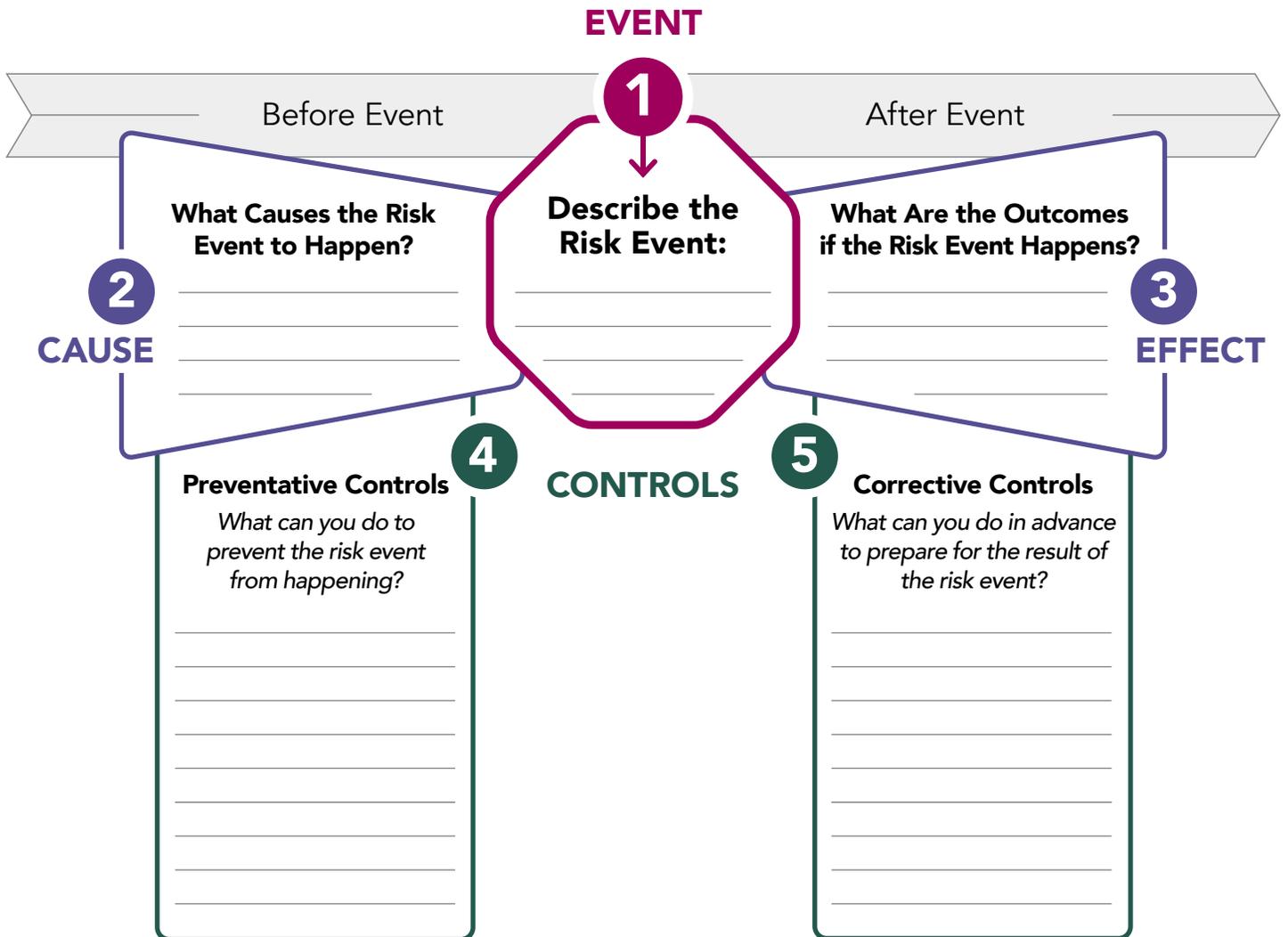
[An option for employers with 10 or fewer employees, or employers with 11 employees or more who are segregated on different shifts or work in dispersed locations.]

- Safety meetings are typically held [add usual meeting time, such as the first Thursday of each month].
- All employees are required to attend.
- The leader of the meeting will designate a person to document attendance and the topics discussed.

[Small organizations may want to integrate safety topics into regular staff meetings. Be sure to document attendance and safety topics discussed.]

G. Risk Bow Tie Worksheet

Use the Risk Bow Tie tool to help visualize a risk event for your organization, and identify proactive and reactive response options. You can facilitate this exercise with your safety committee, at a safety meeting, or board meeting. If needed, you can watch a short [instructional video on the Risk Bow Tie](#) to get you started. After completing the Risk Bow Tie, plan next steps to address the preventative controls and corrective controls you identified.

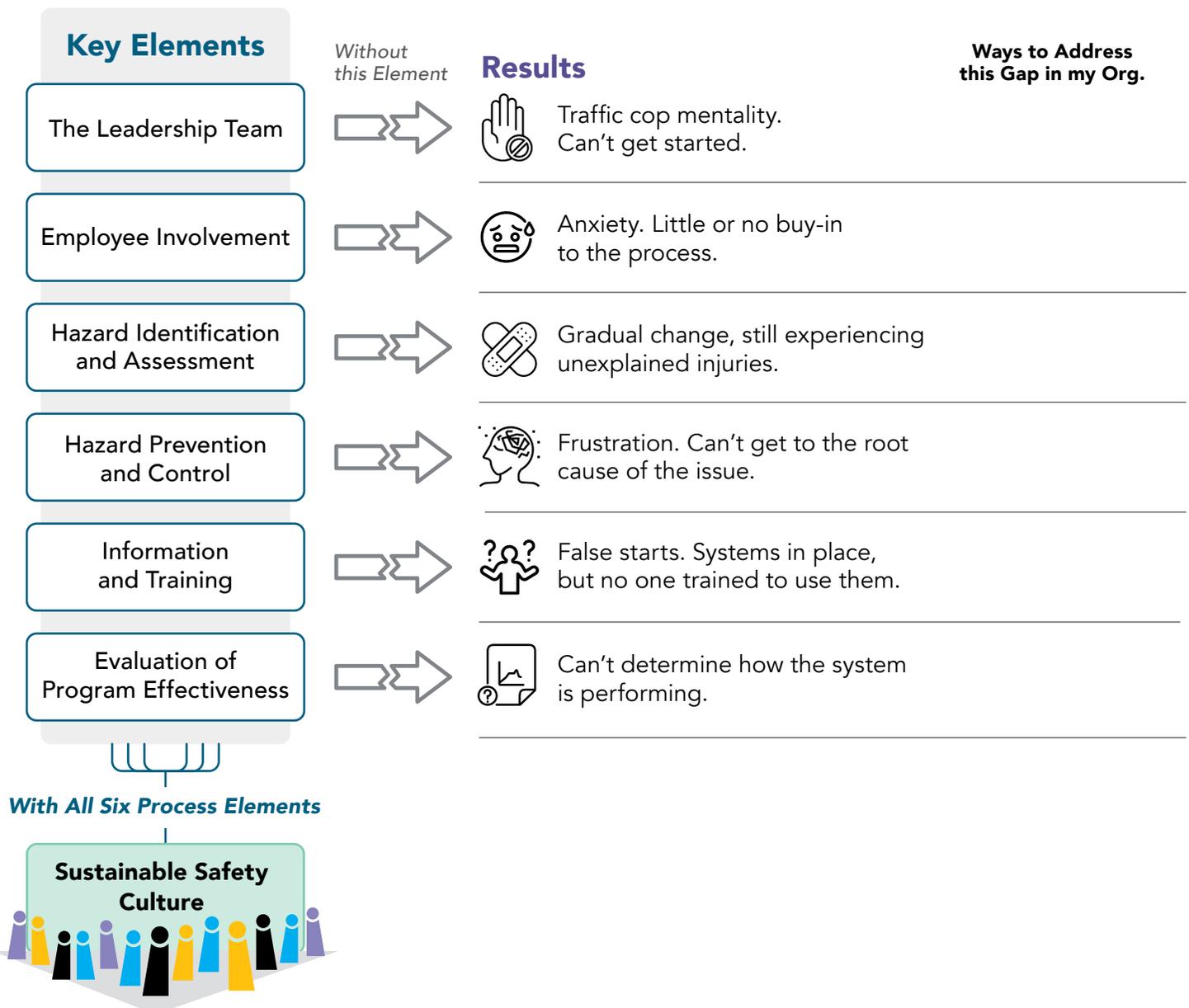


H. Safety Management System Gap Analysis Worksheet

The gap analysis tool is a way to identify and address gaps in a safety management system. Below are a few guiding instructions for completing this gap analysis activity.

- Read down the “Results” column along the right side of the chart.
- Circle any of the icons that resonate with a systems challenge your organization may be experiencing or has experienced in the past.
- Work backwards to identify any potential gaps in your organization’s safety management system.
- Make a plan to address identified gap(s). Remember to involve others through use of the safety committee or safety meetings.

Safety Management System Gap Analysis



I. Action Mapping Worksheet

Use this graphic tool to capture your goal, related actions, and possible barriers along with solutions. Be sure to develop plans to address identified solutions.

