



SAFETY MANUAL

PREPARED BY:

City of Laconia Safety Board

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SECTION 1

PURPOSE AND BACKGROUND INFORMATION

Every employee has the right to a workplace free from occupational safety and health hazards. A Loss Prevention Management Program is designed to prevent accidents and illnesses, and is established jointly between employees and management.

Unsafe acts, unsafe conditions and accidents all demonstrate a weakness in the City's organizational system. This program provides the framework for safety to be managed like any other function through planning, organization, leadership and control. A well-trained and well-supervised employee in a safe and healthful environment is less likely to have an accident.

SECTION 2

RESPONSIBILITIES

Employees shall be fully responsible for implementing the provisions of this program as they pertain to operations under their jurisdiction. The responsibilities listed are minimum, and should not be construed to limit individual initiative to implement more comprehensive procedures to control our losses and prevent injuries to employees and to the public.

A. Safety Board

1. Officially adopt the program and update at least every five years in accordance with New Hampshire Department of Labor regulations.
2. Provide overall support, direction and commitment. (Exhibit 1)
3. Ensure that personnel responsible for carrying out the provisions of this program understand it, have a copy of it, and are held accountable for their actions/inactions in accordance with established contracts, personnel policies and procedures.
4. Provide required resources:
 - a. Funding (Safety Training Budget) – training materials, safety literature, outside training. Safety equipment, personal protective equipment, if sufficient funding available, or make recommendation to Department.
 - b. Training - outside experts; loss prevention consultants; between departments for information exchange.
 - c. Time - review inspection/ incident investigation reports and make recommendations to prevent future incidents; participate in training programs.
 - d. Other as needed.

SECTION 2 - CONTINUED

B. Supervisory Personnel

Employees with supervisory duties, whether they be first line supervisors or department heads, have the authority and responsibility to maintain safe and healthful work places and work practices. Specifically, they will do the following:

1. Comply with this program and applicable work rules.
2. Ensure that all employees within their jurisdiction comply with the program and follow all work rules. Supervisors are expected to set the proper example.
3. Comply with all established personnel policies and procedures as they relate to this program. Specifically, follow disciplinary procedures for violation of work rules as applicable.
4. Educate employees within their jurisdiction in the accepted way of performing each task, the nature of the hazards involved, the necessary precautions to be taken, and the use of protective and emergency equipment required. (See Section 5)
5. Meet with staff to review accidents which have occurred and to discuss plans and ideas to bring about additional loss prevention measures.
6. Carry out additional inspections, investigations and administrative duties as outlined in Sections 3, 4 and 5.
7. Be accountable for accidents, incidents and near-misses involving their staff, especially if it is determined that additional preventive measures can or should have been taken. A supervisor's capability to supervise is measured by the efficiency of his/her operation.
8. Include and evaluate an employee's safety record in each formal performance appraisal. This record may highlight specific performance deficiencies that must be recognized and corrected.

SECTION 2 - CONTINUED

C. Employees

Employees are required to exercise due care in the course of their work to prevent injuries to themselves and to their fellow worker, the general public and equipment entrusted to their care. Employees shall:

1. Understand and follow all work rules. If you do not understand a work rule, it is your responsibility to notify your supervisor.
2. Wear required personal protective equipment including seatbelt.
3. Report all unsafe acts and conditions to the supervisor.
4. Operate only machines and equipment that they have been authorized and trained to operate by the supervisor.
5. Report all incidents to your supervisor immediately, and complete an Employee Report of Injury Form. See Section 3 for further information.
6. Report any motor vehicle citation or violation occurring in a City vehicle to your supervisor/department head.
7. Report any incident involving a City vehicle or equipment to the Laconia Police Department.

SECTION 3

ACCIDENT REPORTING AND INVESTIGATION

After incidents or accidents involving employees, injuries or property damage, the City must investigate and report what happened.

HANDLING INJURIES

A worker's compensation injury is defined as an accidental injury or death arising out of and in the course of employment and all occupational diseases arising out of and in the course of employment. There are definite State requirements for reporting these injuries which are summarized in this Section.

Naturally, the first thing to do when an accident occurs is to ensure that proper medical treatment is provided.

- A. Handling Emergencies - Judgment is a key factor in the handling of an emergency. Employees are expected to exercise their best judgment based upon circumstances. The following is a list of guidelines to follow; however, if there is any question whatsoever about the seriousness of an injury, call for help!
 1. Call the appropriate emergency service (Medical, Fire, Rescue 524-6881) (Police 524-5252) or 9-911.
 2. See to it that first aid is provided.
 3. Notify the supervisor.
 4. Follow reporting and investigation requirements.

- B. Accident Reporting
 1. All accidents or incidents are to be reported immediately to the responsible supervisor. Any incident involving a City vehicle will be reported to the Laconia Police Department immediately.
 2. Supervisors will see to it that enough information is gathered to accurately complete the Employer's First Report of Injury. The supervisor will ensure that the injured employee completes the Employee's Report of Accident or Injury and the supervisor will complete the Supervisor's Report of Accident or Injury. These will be forwarded immediately to the Personnel Specialist.
 3. The First Report of Injury Form will be completed and processed by the Personnel Specialist. Personnel will also complete any other required forms.
 4. Injuries requiring only common first aid must also be reported following these guidelines.
 5. The employee will report any accident (personal/equipment/motor vehicle/exposure) or injury to his/her Supervisor immediately. A written report to Personnel must be filed within two (2) business days. Failure to immediately report an injury or accident to the Supervisor or file the necessary paperwork

with the Personnel Office may result in the Safety Board making a determination that the responsible party will lose all Safety incentives for the year.

C. Accident/Incident Investigation

The immediate supervisor, or other designated individual, will investigate all accidents (personal injury, exposure, motor vehicle, or equipment), incidents and near-misses which occur within their span of control. The purpose is to determine what happened, why it happened, and most importantly, how to prevent it from happening again. An accident investigation report shall be completed for all incidents, and turned in to the Personnel Specialist. (See Exhibit 6 for sample reports).

GUIDELINES FOR CONDUCTING INVESTIGATIONS:

1. Investigate the scene as soon as practicable after the accident/incident noting conditions, location of equipment, physical objects and witnesses. Make notes and draw sketches as needed.
2. Interview witnesses soon after the accident so the facts will be fresh in their mind. Be certain that they understand that no blame is being placed - you are simply trying to gather facts to prevent a recurrence.
3. Interview the victim when the timing is right. Keep in mind his/her physical and emotional condition.
4. Make recommendations to prevent similar occurrences. Terms such as "employee was careless" have no place in a factual report.
5. It is critical that no statements regarding blame or responsibility be publicly made at an accident scene.

SECTION 4

INSPECTIONS

Supervisors are responsible for conducting necessary safety inspections and recording their findings. Any unsatisfactory conditions are to be dealt with in the appropriate manner.

A. Frequency

Formal inspections of the work area and equipment are to be conducted regularly. Additional inspections of specific pieces of equipment or job sites may be required by the applicable work rules.

Supervisors are expected to constantly be alert for unsafe acts and conditions, and take necessary corrective action.

B. Guidelines for Correcting Unsatisfactory Conditions

1. First and foremost, take the necessary action to prevent an injury! (Remove the tool from service, post a warning sign, etc.)
2. If within your authority, take steps to permanently correct the hazard. Report all action taken to your department head/supervisor.
3. If you do not have the authority to correct the problem, take steps to prevent an injury as a result of it. Then, report the problem and your recommended solution to the person who has the authority to correct it.

C. Recordkeeping Guidelines

1. Document the inspection! At a minimum, record the inspection date, location/piece of equipment, inspector's name, list of unsatisfactory conditions noted, action taken and a list of recommendations. (See Exhibit 6 for sample inspection reports)
2. If unsatisfactory conditions are noted, send a copy of the report to your department head/supervisor and keep a copy in your file.
3. If no unsatisfactory conditions are noted, just keep the inspection report in your file.

SECTION 5

SAFETY EDUCATION AND TRAINING

Safety education and training raises the employee's level of safety awareness and also provides management with an opportunity to demonstrate their concern for the welfare of employees.

A. Types of Training

1. Introductory - All new or transferred employees will be told of their responsibilities under this loss prevention management program. When the supervisor who conducts the training is confident that the employee understands the rules, the employee will sign a form indicating that and the form will go into the employee's training file.
2. Specific/On the Job
Employees will be instructed by the supervisor in the proper method of performing each job, the hazards associated with it, the required personal protective equipment and any necessary emergency procedures. This will be done as required by the work rules, when changes in the job occur or whenever deemed necessary by the supervisor. Any employee not comfortable with the operation of equipment assigned to them shall immediately notify their supervisor and cease operating the equipment until they are thoroughly checked on the equipment.
3. Follow-up
When the supervisor identifies the need, follow-up training will be conducted.
4. In-House Training
Employees will attend in-house training provided by outside personnel i.e. Risk Management Consultant. .
5. Off-Site Training
Employees will attend training as requested by their respective Departments.

B. Recordkeeping

1. Introductory training - Document in the employee's training file.
2. Specific training - Documentation of training provided for specific tasks (e.g. proper shoring techniques) is strongly recommended. It can consist of a brief description of the training, the date and instructor's name, and a list of those attending. The supervisor can keep these lists.

EXHIBIT 1

CITY OF LACONIA

CITY MANAGER'S OFFICE

STATEMENT OF SAFETY POLICY

The welfare and safety of our employees is of prime concern to management. Accidents result in unnecessary suffering, loss of wages and too often in permanent disability. Therefore, it is our policy to provide and maintain safe and healthful working conditions and to require safe work practices.

To assure that our best efforts are going toward the prevention of accidents, we are establishing a comprehensive loss prevention management program. (Details of the program are included in the Safety Manual developed by the City of Laconia Safety Board). If you have suggestions or concerns, please forward them to the Safety Board.

Each of us share a responsibility for the prevention of accidents, and we expect that everyone will participate to the fullest extent to ensure that this will be a safe organization in which to work.

Sincerely,

Eileen Cabanel
City Manager

EXHIBIT 2

APPLICABLE WORK RULES

Mandatory:

ALL DEPARTMENTS: State of New Hampshire Department of Labor Administrative Rules for Safety and Health Chapter LAB 1400 pursuant to : RSA 281-A & RSA

277 and Chapter RSA. 281-A Administrative Rules for Safety Programs
and Joint Loss Management Committees

EXHIBIT 3

SEAT BELT POLICY

ATTACHED

EXHIBIT 4

PERSONNEL POLICIES

DISCIPLINE POLICY RATIONALE

Employers are required to promulgate safety policy and disciplinary procedures to deal with those employees who fail to comply with a safety program. Implicit in these requirements is the expectation that the safety program and disciplinary procedures will be enforced. We fully expect to have problems develop from disciplining employees for safety violations.

The employer must remember that an unenforced rule is no rule at all, and that silence implies consent, so you must be prepared to actively and fairly enforce the rules.

The keys to an effective disciplinary procedure are as follows:

- * the employee must know the rules and the consequences for violating them
- * the rules must be enforced
- * the enforcement cannot be arbitrary and capricious

A progressive disciplinary process insures that the rights and obligations of the employer and employee are guarded.

In 1982, the N. H. Supreme Court defined these processes in the Appeal of Byron Miller (122 NH 933). The case involved an appeal of the denial of unemployment compensation benefits because of employee misconduct and in large part was the result of violations of safety rules. The court wrote:

Miller began working for Revue Products in 1979 and on at least three occasions received reprimands and suspensions for various reasons relating to safety-procedure infractions (emphasis added). The fourth incident leading to his discharge occurred when he allegedly jumped off a loading dock despite orders not to do so.

An unemployment compensation system is predicated upon benefits being paid to those who become unemployed through no fault of their own. No compensation is to be paid to one who is terminated because of "misconduct connected with his work." Isolated and inadvertent instances of unsatisfactory conduct are not sufficient for a finding of "misconduct", but recurring careless or negligent acts are enough to constitute "misconduct". Safety in the workplace is not only a legal requirement but a sound social policy for employer and employee alike (emphasis added).

Mr. Miller's employers had a progressive disciplinary process in place. He had been warned and suspended before being terminated for jumping off the loading dock. The employee was told that his conduct violated company policies and was told of the consequences of continued violations (i.e. further disciplinary action which, in this case, included a suspension and ultimately, discharge). The court has repeatedly found that a safe workplace is a reasonable rule.

The employer, in all cases of alleged misconduct, must conduct a thorough and fair investigation before administering discipline. In addition, the employer must use discipline in a fair and consistent fashion. Simply stated, the employer must implement the discipline for every employee and the penalty must reasonably be related to the seriousness of the proven offense and the employee's record.

It is essential that the employer maintain accurate records of each instance where discipline is administered and not let the employee talk the employer out of administering the penalty.

A fair process required that the employer inform the employee of the precise nature of the offense and any verbal or written warning tells the employee the consequences of further violations. A fair process also allows the employee to present his/her version of events and any evidence or mitigating circumstances.

DISCIPLINE POLICY

It is the City of Laconia's policy to place as few restraints on personal conduct as possible. We are justifiably proud of our employees and the manner in which they conduct themselves. We rely on individual good judgment and a sense of responsibility. Each employee is expected to act in an

appropriate manner. However, for the protection of our property, business interests, other employees, and the public, we have established certain rules of conduct. Violations of any rule cannot be ignored.

These rules are published for your information and to minimize the likelihood of any employee, through misunderstanding or otherwise, becoming subject to any disciplinary action. It is only fair that you should be familiar with those rules the City considers to be important. Should any disciplinary action be required, the procedures outlined in your Collective Bargaining Agreement or Rules & Regulations will be followed.. We believe in using a process that is fair to all, yet maintains employee responsibility.

For these reasons we use a progressive discipline model for handling disciplinary/performance issues, as outlined in your Collective Bargaining Agreement or Rules & Regulations. This model is designed to bring deficiencies to the attention of the employee in as non-confrontational a manner as possible.

Department heads and/or supervisors are responsible for counseling employees as problems occur involving adherence to the policies, procedures and rules of the organization and work unit.

EXHIBIT 5

SAFETY COMMITTEE GUIDELINES

I. Organization

- A. Membership - All departments and all levels; each Collective Bargaining Unit must be represented.
- B. Meetings
 - 1. When - monthly. The same day and time each month (the first Thursday of each month at 2:30 P.M.).
 - 2. Location - City Hall, unless otherwise noticed.

II. Duties

- A. Accident Review - All accidents and subsequent recommendations for prevention are reviewed and approved/returned for clarification. Any recommendations made are followed through to completion and communicated to other departments with similar exposures.
- B. Inspections - the committee may choose to conduct an inspection of a particular location/piece of machinery/job site. Any recommendations will be communicated to those responsible for completing them.
- C. Communication of Relevant Information
 - 1. Meeting Minutes - The committee is a functioning body of and for the employees. All information from the meetings shall be distributed, or at a minimum, posted.
 - 2. Literature - As committee members come across safety information/literature, it should be made available to others.
 - 3. Suggestions - Committee members need to listen to and present safety suggestions from co-workers to the committee.

EXHIBIT 6

IN-HOUSE INSPECTION PROGRAMS

Every municipality that is serious about controlling or reducing the costs of daily operations should find ways of preventing accidents. Accidents don't have to happen. Through a program of periodic in-house inspections, unsafe practices that contribute to or cause accidents can be identified. Appropriate corrective action may then be taken to assure that the hazard in questions is controlled or eliminated.

Surprisingly, a mere investment of 20-30 minutes at each facility during each inspection interval could prevent accidents costing hundred or even thousands of dollars each! Such occurrences as tripping over electrical cords, slipping on icy stairs and twisting an ankle in a cluttered repair bay are examples of needless accidents which happen all too often.

Through implementing a self-inspection program based on the following guidelines, along with encouraging workers to report hazardous conditions as they are detected, any municipality can work toward reducing accident frequency and cost.

FIRST STEP: Determine which facilities will be inspected. While those areas that have been involved in recent accidents may be of special interest at the time, most buildings and work areas should be seen.

SECOND STEP: Determine who will conduct the inspections. It is not necessary that this person have prior experience with inspections. A good choice would be a person who normally works at the facility in questions. A person knowledgeable of daily operations at that area can most effectively interpret the inspection checklist to be used. By rotating inspectors every year or two, more people can become involved. Persons who become involved in a safety program tend to become more safety conscious themselves.

THIRD STEP: Develop a checklist to be used. Attached to this chapter are sample checklists which can be used for relatively simple work areas. You may want to add or delete items to tailor these checklist to your specific needs. It is imperative that a written checklist be used, both to minimize the inspection time required and to assure that all critical areas will be covered.

FOURTH STEP: Communicate with the designated inspection personnel. Each inspector should understand how the inspection process works, and know what is expected from him. Nothing could be a greater waste of time than for inspectors to fill a check list with what they think someone wants to see--not noting hazards that exist, but rather painting a rosy picture that hides problems and allows employees to get hurt.

FIFTH STEP: Select a frequency of inspections. Quarterly or semi-annually are two options, depending upon the complexity of work areas and intensity of use. It is important that a regular frequency be chosen and adhered to, to follow up on

past identified hazards and keep the in-house inspection program part of the municipality's active safety effort.

SIXTH STEP: The safety officer and safety committee should analyze the completed checklists. Control hazards should be given prompt attention toward corrective action. All identified hazards should be rectified within a reasonable time. Previously completed checklists should be kept on file for review and comparison in looking for recurring hazard trends.

NOTES:

SELF-INSPECTION PROGRAM - SUPERVISOR'S PERSPECTIVE

Where, how and why do accidents occur? These questions should be asked by the progressive supervisor who makes accident prevention an important part of this job.

The supervisor uses many methods to locate trouble spots. Personal observation often uncovers hazards that can be remedied immediately. Common sense, job studies and inspection help locate many other accident-causing trouble spots.

The self-inspection program is established to:

1. Assist the safety officer/safety committee in developing an impression of how the overall safety program is succeeding in the main facility and at satellite locations/job sites.
2. Give the safety officer/safety committee meaningful input with regard to how individual supervisors are suited to perform supervisory tasks so that the safety officer will know how much assistance may be required.
3. Make all supervisors an integral part of the safety program by having them submit periodic safety reports on their work areas, thereby sharpening their awareness of inherent safety hazards.

Supervisors will find the program useful to define areas which must be strictly controlled to prevent accidents. As with accident investigations, supervisors can use inspection activities as a means of documenting the completion of their own safety responsibilities, thus putting the emphasis safety follow-up action on department heads and management. Inspections are also a good means of communicating directly with management.

GENERAL SAFETY CHECKLIST

CITY OF LACONIA LOCATION: _____

INSPECTED BY: _____

DATE: _____

**General Policies
and Practices**

OK Location
if not OK

Recommendations

Each department has safety rules. _____

Injuries must be reported immediately to the supervisor _____

Hazards must be reported to a supervisor immediately after they are discovered _____

Supervisors are required to investigate all accidents in a timely manner and to route reports to management. _____

Smoking is permitted only in designated areas. _____

Employees reporting for work under the influence of alcohol or drugs are subject to disciplinary action. _____

Only public employees are permitted to operate publicly owned vehicles and equipment. _____

All employees who operate a vehicle must have a valid driver's license. _____

(General Safety Checklist - Continued)

Horseplay and practical jokes are prohibited. _____

Employees must notify supervisors when taking prescription medication that causes reactions such as fatigue, dizziness or impaired vision or judgment. _____

Accident and injury report

are reviewed by supervisors
and discussed with employees.

Grounds and Building Entrances

Grounds are free of unusual
hazards such as holes,
protrusions and other obstacles.

Trees are free of loose branches
or protruding roots.

Fences are structurally sound
and free of holes.

Sidewalks, entrances, steps
and lawns are properly
maintained.

Walkways and paved areas
are free of cracks and loose
pavement.

All doors and windows are
in working condition.

Outside lighting is sufficient
around pedestrian traffic areas.

Building and Structures

Ceilings are free of cracks.

(General Safety Checklist - Continued)

Restrooms are free of water
hazards.

Handrails and treads in
stairways are in good condition.

Stairway risers are of
proper height.

Lighting in stairways is
adequate.

Floors are free of holes,
splinters, protruding nails,
slippery areas and loose boards.

All openings in floors are
covered and marked.

Aisles and passageways have
adequate width and are
unobstructed.

Work areas have adequate
lighting.

Work areas are well ventilated
and free of fumes.

Fire Safety

All emergency exits are
properly marked.

Each building has an evacuation
and emergency preparedness
plan.

Employees are trained in fire
fighting equipment or are
familiar with evacuation plans.

(General Safety Checklist - Continued)

Fire extinguishers and other
fire fighting equipment is
checked regularly.

Sprinkler system is in good
working condition.

Fire alarms and smoke detectors
are checked regularly.

Rubbish and used chemicals are

disposed of properly. _____

Explosive or flammable materials are properly stored and ventilated. _____

Machinery, Tools and Equipment

All machinery and equipment is maintained properly. _____

Belts, gears, chains, clutches and shafting are properly guarded. _____

Effective point-of-operation guards are in place. _____

Equipment and facilities are free of oil or grease spills. _____

Gas cylinders are in working condition. _____

Tampering or unauthorized use of any machinery or equipment is prohibited. _____

Tools and machines are free of split or loose handles. _____

(General Safety Checklist - Continued)

All cutting edges are sharp. _____

All tools are maintained in a good state of repair. _____

Ladders, scaffolds and horses are of standard construction and are in good condition. _____

Ladders or self-locking step stools are of an approved design. _____

Electrical tools, switch boxes and fixtures are properly grounded.

Wiring, fixtures, connections and extension or portable cords are safely insulated and installed properly.

Extension cords are free of frays and breaks.

All electrical wall outlets and switches are in working order.

Housekeeping

Materials are properly stacked and stored according to established guidelines.

Overhead clearance is ample .

Work areas are neat and clean.

Work areas are free of hazardous materials.

(General Safety Checklist - Continued)

Desks, cabinets and file drawers and/or doors are maintained properly.

Aisles and walkways are kept clear at all times.

Access to all emergency equipment such as fire extinguisher, emergency kits.

Employee Practices

All equipment and machinery

is used properly. _____

Materials are loaded and unloaded safely. _____

Lifting is done in a proper manner. _____

Assistance is available to lift or move heavy objects. _____

Safety devices are used. _____

Safety glasses, goggles, hard hats, vests, safety shoes and other protective equipment is worn when required. _____

Workers refrain from engaging in horseplay. _____

Workers are prohibited from wearing jewelry while working on or around machinery or electrical circuits. _____

Vehicles are operated in a safe manner at all times. _____

(General Safety Checklist - Continued)

Traffic cones, warning flags and barriers are used in accordance with construction traffic control standards. _____

First Aid

Employees are trained in first-aid procedures. _____

First-aid supplies are available and easily accessible at each work site. _____

First-aid supplies are checked

and replaced periodically to ensure freshness.

Emergency procedures and telephone numbers are posted.

Material Safety Data Sheets on file for all hazardous materials and accessible to employees

NOTES:

How to conduct inspections:

- . Use the General Safety Checklist to determine where inspection should be conducted and which rules, procedures or policies might affect losses.
- . Require supervisors or employees to conduct inspections regularly.
- . Review the inspections to determine what actions need to be taken to correct hazardous conditions or practices.
- . Make sure that all recommended actions are taken. This could be done through a follow-up inspection.

What to look for during inspections:

- Possibilities of objects or people falling

- Undesirable discharges into the environment
 - Deterioration, deformation and abrasion
 - Inadequate lighting
 - Effects of weather conditions
 - Wear, leaks, corrosion, scaling, erosion, cracks, rotting
 - Improper function of alarm systems
 - Inadequate fire extinguisher
 - Obstructed access to entrances, exits, emergency exits and halls
 - Improperly marked and lighted exits
 - Hazardous condition sin electrical, heating, ventilation and plumbing systems
 - Inappropriate or inaccessible first-aid supplies
 - Improper safeguards for belts, pulley, gears, flywheels, shafts, coupling and point-of-operation of machines
-
- Unprotected openings, holes or defects in floors or floor coverings
 - Improper maintenance-related items such as unmarked wet floors or loose wiring across floors
 - Improper storage of hazardous materials