

Public Schools

Best Practices for

Public Schools



Best Practices for Public Schools

Table of contents

Subject	Page No.
Introduction	2
Management commitment	3
Communication	5
Safety education and training	6
Injury reporting and treatment	7
Return to work/transitional work	9
Safety audits and inspections	10
Challenges	12
BWC's Division of Safety & Hygiene services	15
Public school organizations in Ohio	19
Internet sites for school employee safety and health	22
Internet resources on Ohio public schools issues	23

Introduction

This publication provides useful information regarding strategies and practices employed by Ohio school districts in achieving successful employee safety and health, and workers' compensation management. You should not consider this publication a complete and exhaustive list of all possible employee safety- and health-management strategies. The Ohio Bureau of Workers' Compensation's (BWC's) Division of Safety & Hygiene obtained these best practice strategies between June and November 2000 through interviews with administrators of school districts throughout Ohio.

These strategies and practices are grouped into one of the following categories:

- Management commitment;
- Employee involvement;
- Communication;
- Education and training;
- Injury reporting and treatment;
- Return to work (transitional work practices);
- Safety audits and inspections;
- Safety programs.

Also included in this publication are sections that highlight the following:

- Challenges — What challenges and obstacles do these and other schools face when attempting to manage employee safety;
- Solutions — What strategies may help overcome some of the challenges and obstacles;
- Resources — Where to turn for information and assistance.

Benefits of managing employee safety

On average, the schools that participated in the Division of Safety & Hygiene study achieved the following results:

- A 14.8 percent increase in payroll between 1995 and 1999;
- A 34.6 percent reduction in premium between 1995 and 1999;
- A 78 percent reduction in claims between 1997 and 1999;
- One school district had zero claims in three out of the last five years;
- One school district went from 45-percent penalty rated in 1996 to group rated (41-percent credit rated) in 1999 by devoting a significant effort to its safety process. This school saw a 54-percent reduction in premium from 1995 to 1999. As a result, it paid approximately \$151,000 less in premium in 1999 than it did in 1995. This same school district also experienced a 70-percent reduction in claims in 1999 compared to 1997;

- All school districts experienced reductions in injury frequency and severity;
- Each school district credited the implementation of safety-related communication systems to improve overall communications throughout the districts. See the Communication section on page 5 for specific details;
- All school districts reported heightened employee awareness of safety issues, both on and off the job;
- Several school administrators stated that they believe the improvements in the employee safety and health process have had a positive impact on employee attitudes and morale.

Demographics

- All of the schools included in this study are group rated with an average 42-percent credit rating. Group-rating status equates to significant reductions in workers' compensation premium costs.
- The schools have an average of 620 employees, ranging from 140 to more than 1,000 employees.
- On average, each school district operates 12 buildings.
- Most schools are members of the Ohio School Boards Association (OSBA), although some are members of other associations, such as the Ohio Schools Council.
- The person with chief responsibility for safety varied widely, but tended to be someone with the title of business manager, operations manager or facilities manager. These persons tended to be responsible for non-teaching staff, facilities and grounds.

Management commitment

- The key to success lies in the organization's culture. What importance does top administration place on safety?
- Commitment from the superintendent, treasurer and school board is critical.
- Some school board members may be experienced business people with a solid understanding of employee safety and workers' compensation. When available, take advantage of this experience.
- All schools surveyed agree that at least one key individual needs to be committed to safety and workers' compensation. Often, this key individual tends to be the business manager, operations manager, facilities manager, chief financial officer or treasurer.
- Accountability is vital. Assign someone the responsibility for safety, provide him or her with the tools, training and authority to act, and then hold him or her accountable.
- Once commitment to safety is in place with top administration, address safety responsibilities and accountability within each facility and across all departments.

- Include employee safety measures in the performance-review process. Set safety goals, communicate expectations, establish performance measurements and hold people accountable. For example:
 1. Performance measures at the operational level (supervisors, teachers, counselors, custodians, food service employees, etc.) should focus on such activities as safety audits, safety meetings, in-service training, accident reports and safety suggestions;
 2. Performance measures at the school administration level (principal, assistant principal) tend to include tracking and measuring the safety activities at the operational level, as well as school-specific results, such as reduction in injuries, return to work and claims-management issues;
 3. Performance measures at the district administration level (superintendent, treasurer, business manager, school board) tend to include tracking and measuring school-specific results, and district-wide results, such as reduction in workers' compensation costs and impact on total budget.
- Consider developing and issuing a safety policy statement that clearly communicates top administration's commitment to employee safety and health.
- Historically, the safety efforts in most schools have focused on student safety rather than employee safety. A comprehensive approach to safety can address both.

"To have a good safety program, it must be integrated into the culture of the organization."
— Fred Stephens, director of business services, Lakewood City Schools

Employee involvement

All school districts interviewed by the Division of Safety & Hygiene stress the importance of employee involvement in the employee safety process. In addition, all of the school districts use some form of a safety committee or safety team. Organization of teams and how they operate vary from school to school.

One school district includes only classified employees on its team while another school district includes teachers on its team. Perhaps the most effective team includes certified and classified employees, union presidents from both groups, principals, supervisors and a member of the school board.

Effective teams have a well-defined purpose. They have good decision-making skills and the authority to act on their decisions. Meetings are considered high priority and all necessary accommodations are made to allow each member to attend. Emphasis is placed on shared decision making. Input from and feedback to the entire organization is used when possible. Involvement in safety activities is so important, these schools are willing to pay overtime, rearrange schedules or provide substitutes to allow employees to participate.

The activities and responsibilities of each safety committee/team vary and include any number of the following:

- Conduct regularly scheduled meetings;
- Post meeting minutes so the entire organization is informed of the team's activities and accomplishments;
- Conduct safety inspections and/or oversee the inspection process;
- Monitor the status of safety issues and hold people accountable for corrective action;
- Monitor the safety-suggestion program, implement suggestions and provide feedback;
- Publish a safety newsletter or contribute to the safety section of a general newsletter;
- Form safety project teams as needed;
- Constantly communicate safety issues to top administrators to keep them informed, establish accountability and ensure timely completion of action items;
- A school board member serves on the safety committee and acts as a liaison between the committee and the board;
- An executive steering committee consisting of a school board member, the superintendent, the business manager, treasurer, principals and the safety team facilitator.

Note: for additional assistance in developing an effective safety team, consider attending these free Division of Safety & Hygiene training courses: GEN370, Developing Safety Involvement Teams, and GEN 122, Facilitating Safety Meetings.

"Safety starts at the top and must involve everyone in the organization," — Fred Stephens, director of business services, Lakewood City Schools

Communication

Extensive communication is a common theme among all school districts the Division of Safety & Hygiene interviewed. However, there is no consistency in the way this communication takes place. Listed below are communication techniques used, some of which are outlined in the Employee involvement section on page 4.

Communication techniques include:

- Communicate the safety policy statement;
- Communicate safety responsibilities, performance measures and accountability systems;
- Post safety committee meeting minutes;
- Hold safety meetings;
- Operate a safety suggestion program and provide regular feedback and status reports;
- Sponsor labor/management forums;
- Publish safety newsletters or a safety section in a general newsletter;
- Hold monthly/quarterly employee forums with the superintendent;

- One-on-one interaction on a daily basis. Attempt to address safety issues and concerns using the quickest methods and at the lowest level possible rather than waiting for the next committee meeting or forum. Communicate safety issues that are addressed at the local level. Communicate to the committee or the forums so the entire organization can benefit from knowing what the safety issue was and how it was addressed;
- One school district conducted a mini safety perception survey.

A comprehensive perception survey is available through the Division of Safety & Hygiene. Contact your local customer service office for more details.

“Safety is a day-to-day thing. I try to take advantage of daily interactions with my employees, constantly stressing to them the importance of practicing safe work habits during their daily operations,” — Al Yano, service manager, Independence City Schools

Safety education and training

All school districts interviewed by the division stress the importance of safety education and training. Safety education and training begins with the top administration. Often, however, top administration does not fully understand work-place safety issues or the workers' compensation system. As one school administrator put it, “You first have to educate the educators.”

There are many ways to educate top administration — superintendent, treasurer and business manager, including:

- Set up a meeting with your third party administrator (TPA) to review your workers' compensation history and claims-management issues;
- Take advantage of all training opportunities through your local education associations, TPAs or other sources.

BWC employer services representatives (ESS) are available to meet with you to discuss your workers' compensation history, analyze your practices and recommend improvements. And Division of Safety & Hygiene safety consultants are available to meet with you to analyze safety culture and practices, and recommend improvements. In addition, there is a multitude of Division of Safety & Hygiene training courses available to help you better understand workers' compensation and safety-management strategies.

Safety education and training for employees — principals, assistant principals, supervisors, teachers, counselors, custodians, food service employees, groundskeepers, etc. — are just as important. Here are some things you can do to make your employee safety education and training effective:

- Implement an effective new employee orientation process;
- Conduct employee in-service training;

- Provide job-specific training to all employees;
- Take advantage of all training opportunities through your local education associations, TPAs or other sources;
- Use the wide array of training seminars and videotapes available through the Division of Safety & Hygiene.

Most schools conduct the bulk of their in-service training at the start of the school year. However, one district surveyed by the Division of Safety & Hygiene conducts training for classified employees in the summer months. Another district views training as so important that it appointed a training coordinator to oversee all training efforts.

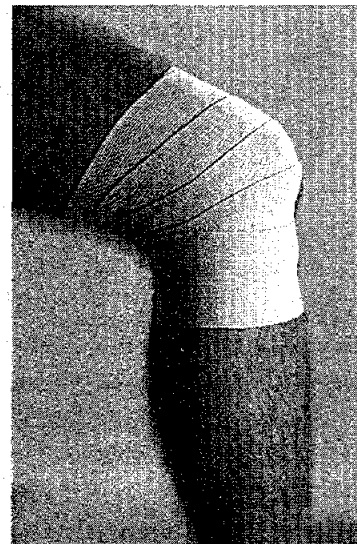
In-service training provided by an outside source may be perceived as more credible and, therefore, have a greater impact.

Injury reporting and treatment

First, formalize the injury reporting and treatment process, document it in writing and ensure it is well communicated and understood by all employees of the school district. And make sure injured employees report all injuries, no matter how minor, to their supervisor. Consider specifying the time frame for reporting injuries in your policy (within 24 hours). Provide the necessary contact names and phone numbers to allow for this communication.

Ensure the injured employee receives proper medical treatment. We recommend you take the following steps:

- Establish a list (network) of preferred medical providers in your area;
- Visit those providers and discuss treatment protocol and communication procedures;
- Invite providers to tour your facilities to familiarize them with your operations;
- Develop written job descriptions that include physical demands analysis and provide copies to the medical providers to assist them with return-to-work orders (see Return to work on page 8);
- Clearly identify which party (school or medical provider) will complete BWC's First Report of Injury (FROI) form and submit it to the MCO.



While your employee recovers from his or her injury, maintain close contact with the injured employee. Help him or her through the workers' compensation process. Provide the injured worker with information and answer his or her questions. Remind the injured worker of your interest to get him or her back to work as soon as possible. Hold the injured employee accountable to provide appropriate medical forms and information. And work closely with the injured employee, medical provider and the MCO to return the injured employee to work as soon as medically able.

One school district we interviewed has its safety coordinator attend all Industrial Commission of Ohio hearings in addition to its TPA to clarify information and answer questions related to each case.

Following an accident, immediately conduct an accident analysis (investigation). Identify the person responsible for conducting accident analyses. This person may differ from district to district. Typically, the injured employee's immediate supervisor, the safety coordinator, member(s) of the safety committee or a combination of these people, conduct accident analyses. Provide comprehensive training for all persons that will conduct accident analyses.

Ensure that the accident report form includes accident causation analysis and corrective action. It is critical to learn how and why the accident occurred and make the necessary changes to prevent recurrence of a similar accident. Also, consider having an accident review team (can be safety committee) to review all accidents for the following elements:

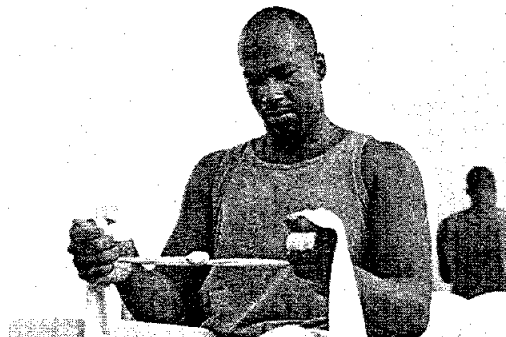
- Accident reports are filled out completely and in a timely fashion;
- Causal factor analysis completed with accident causes identified;
- Corrective action specified, assigned and completed;
- Coordinate communication between accident analysis process and workers' compensation process. Often these functions are managed separately and yet to be effective, they must be closely coordinated;
- Provide at least one well-equipped accident analysis kit for each facility.

Enter all recordable injuries onto the Occupational Safety and Health Administration (OSHA) 200 Log or other equivalent database. And analyze the OSHA 200 Log or injury database to identify and address possible injury trends.

Note: the Division of Safety & Hygiene offers Accident Analysis training (train-the-trainer). Contact the training center for more details.

Return to work/transitional work

All schools interviewed confirm the importance of an effective return-to-work process. This is perhaps the single most effective claims-management strategy available. Most schools interviewed seem to handle return to work on an informal, case-by-case basis and have no formal agreement with the union(s) or contract language on return to work. However, all schools work closely with their union(s) on all return-to-work cases.



Our study also found most school districts only return an injured employee to a job within the employee's original job classification. However, a couple of school districts have negotiated return-to-work procedures into the union(s) contract(s). Some of these contractual agreements allow injured employees to return to any job that meets medical restrictions.

At least one school district allows injured employees who are unable to return to work the option (strictly voluntary) of using sick time. Using sick time may have certain advantages to both the school and the injured employee.

Benefits of transitional work include:

- The employee earns full wages, retains all benefits, earns service credits and continues as an active member of the union;
- The school gets a productive worker, can take advantage of the injured employee's experience, can use injured employees as trainers for substitutes or replacement workers, and saves workers' compensation costs.

Effective January 2001, BWC provides the money to help keep your injured workers on the job and your workers' compensation costs low through our Transitional WorkGRANT\$ program.

BWC Transitional WorkGRANT\$ is designed to help you develop a transitional work program that's right for your school district and your employees. Returning an injured worker to the job as soon as safely possible before the worker is 100-percent recovered lowers your workers' compensation costs. It's a guaranteed return on your human resources investment and your most valuable asset — your employees.

The Transitional WorkGRANT\$ program provides up to 80 percent of the program development costs, up to a set limit, to eligible employers. Your remaining 20 percent investment can save you thousands of dollars in disability costs. That's a guaranteed return not only for your injured worker, but also for your school district. Transitional WorkGRANT\$ are funded through the state insurance fund and are paid directly to you.

A transitional work program uses real job duties for a specified time period to gradually return the injured worker to the workers' original job. The program's components include company analyses and job analyses of the employee's job tasks, labor-management collaboration, and program-policy development and program evaluation for effectiveness.

To be eligible for the grant, most public employers must use a BWC-accredited transitional work developer to design an on-site transitional work program for its injured workers. Transitional work developers will design a program that's right for your school district and your employees.

Transitional WorkGRANTS can help your school district lower its direct and indirect human resources costs. Fact: National statistics show indirect costs for a work-place injury that becomes a lost-time claim is four times greater than any direct claim expense. These costs include decreased productivity, hiring and training replacement expenses, overtime for loss of work, legal bills and loss of morale, business and customer goodwill. The costs to your injured workers are even greater.

BWC is here to help you control workers' compensation costs and return your employee to the job safely. For more information on Transitional WorkGRANTS, contact your local BWC employer services specialist. In addition, you can access transitional work developer information on BWC's Web site at www.ohiobwc.com.

Safety audits (inspections)

Most schools the Division of Safety & Hygiene contacted indicate that they conduct a comprehensive safety audit of each building at least annually as part of their safety process.

If your school district doesn't conduct regular safety audits, consultants from the Division of Safety & Hygiene are available to assist you with developing and implementing a safety audit process.

The primary purpose of a safety audit process is to identify and correct potential safety hazards before an injury occurs. Audits should focus on both unsafe conditions and unsafe behaviors.

The following are examples of safety audits that many schools have implemented:

- Comprehensive safety audits (all facilities, annually or quarterly);
- Custodian daily inspection checklist;
- Classroom and office self-audit checklist;
- Playground inspections (monthly);
- Bus driver's daily safety checklist;
- School bus monthly inspection and maintenance form (bus mechanics);
- School security checklist (conducted after all alarm conditions);
- Request for repair forms (work orders).

Ensure that person(s) participating in an audit are thoroughly trained. Also, each audit process must have a review process associated with it. Review each audit report and identify action steps required to make necessary improvements. Assign responsibility for each action step, set target dates and hold people accountable for timely completion of action steps. Follow up to ensure that the corrective actions were completed, that they resolved the original safety issue and that no new safety hazards were created in the process.

SafetyGRANTS

The Ohio Bureau of Workers' Compensation

Safety programs (compliance)

While conducting this study, it became apparent that most schools are not in compliance with House Bill 308, which created the public employer risk reduction program. One school used OSBA's Safe Steps Program to enhance its safety process and address many compliance elements. Your local department of health may provide information and assistance on some safety and health programs.

In addition, many Division of Safety & Hygiene training courses and its Safety Works for You seminar series will help you. Contact the training center for more information.

Safety Grants

Through BWC's Safety Grants program, all you need to do to find the capital to improve safety is ask. The Safety Grants program provides matching grants to eligible employers who implement the Drug-Free Workplace Program and want to prevent cumulative trauma disorders (CTDs).

Safety Grants can help make your work place drug free. National statistics show someone who abuses drugs or alcohol is five times more likely to be injured at work. And that person is 40 percent more likely to involve a coworker in the accident.

With Safety Grants: public employers are eligible for a 2-to-1 matching grant up to a maximum of \$10,000, meaning a total of \$15,000 — \$5,000 from the employer and \$10,000 from BWC. Employers must use these funds for educational training and materials for implementing BWC's Drug-Free Workplace Program.

Safety Grants also can help prevent CTDs. Fact: CTDs, such as tendinitis, thoracic outlet syndrome and carpal tunnel syndrome, are one of the fastest growing types of workers' compensation claims in the country.

With Safety Grants: Public employers are eligible for a 4-to-1 matching grant, up to a maximum of \$40,000, meaning a total of \$50,000 — \$10,000 from the employer and \$40,000 from BWC.

Employers must use these funds to conduct research, purchase equipment or conduct training to reduce the number and severity of CTD claims. In exchange, employers will allow BWC experts to use information and data gained at their facilities to conduct further research.

Applying for a grant to offset your safety costs is easy. For more information about Safety Grants just call your local BWC employer services specialist or employer information at 1-800-OHIOBWC and press 24.

Challenges

The school districts the Division of Safety & Hygiene studied clearly demonstrate that employee safety can be managed effectively in schools and have experienced impressive results from their efforts. However, each of these school districts was quick to point out that managing employee safety in schools poses some significant challenges.

Time

- Finding the time to devote to safety, conduct training, hold meetings, and develop safety systems and processes seems to be the biggest barrier.
- The challenge of coordinating schedules of the various employees involved in the safety process makes holding safety meetings difficult. Most schools state that teachers are the most challenging group to involve in the safety process.
- Few schools have or can justify having a full-time safety coordinator. Therefore, safety responsibilities tend to be fragmented among several staff members who may not have the time to effectively manage the safety process.
- There tends to be a public perception that most schools are top-heavy in administration. Therefore, attempts to add administration to help manage safety can be difficult to sell.



Funding

- Most schools face constant battles to maintain and justify limited budgets.
- Significant time and energy may be spent trying to convince the community to support a levy. This may reduce the time and energy available for safety activities.
- As mentioned above, the budget does not permit adding staff to manage safety. Therefore, safety responsibilities may fall to a person who has little time to devote to safety.
- Most schools struggle with limited funding for facility maintenance and repairs. It becomes increasingly difficult to maintain aging buildings.

Competing priorities

- Competing priorities and mandates pull schools in many directions.
- Constantly changing priorities can create a trend where employee safety issues are addressed only during crisis or when convenient. Schools tend to deal with the most urgent priority today and then forget about it and move on to the next. This can seriously erode employee trust and confidence in the safety process.
- Political issues and priorities do not always match with the desires and intentions of the school administration.
- Schools will do what schools get measured and rewarded for doing. Top priority seems to be proficiency testing.
- Historically, schools have concerned themselves primarily (exclusively) with student safety, not employee safety.

Overcoming challenges

The school districts that participated in this study have demonstrated an ability to overcome most of the challenges mentioned on the previous page. The following are recommendations to help school districts overcome the barriers to effective safety management.

- To be managed effectively, integrate employee safety into every operation of the school. It must be priority each and every day.
- Use the many BWC services that are available to you at no additional charge. These services are paid for through your premiums.
- Educate school administrators about workers' compensation and safety management. BWC can provide personal education on-site.
- Include school board members in workers' compensation and safety discussions. School board members are often business people with a clear understanding of workers' compensation and safety issues.
- Successful schools seem to have a very strong and dedicated person responsible for safety. Identify who this individual is within your district. Ensure that he or she has sufficient time to devote to the safety process.
- Employee involvement (including teachers) is critical.

- Gaining and maintaining trust is key. Employees must believe that management is sincerely committed to employee safety. Management must earn employees' trust daily by demonstrating its commitment to safety through actions.
- Effectively managing employee safety results in significant reduction of operating costs. Money saved is available for use elsewhere in the budget. Examples may include:
 - Providing professional development opportunities for staff;
 - Conducting safety-related in-service training;
 - Making needed facility improvements;
 - Purchasing new equipment, curriculum or technology upgrades;
 - Prolonging the budget to postpone the need for a levy or reducing the amount of the levy requested;
 - Funding extracurricular activities.
- The final cost justification is the cost of doing nothing. Can you afford to not manage employee safety and health?

"To not manage employee safety and health would be irresponsible. If this was your money, what would you do?"

— Betsy Franklin, coordinator of student processing services, Ashtabula Area City Schools

Final word

Implementing an effective safety and health process will reduce injuries, keep experienced employees on the job, cut costs, improve morale and ultimately enhance the schools mission of educating students.

BWC's Division of Safety & Hygiene services

When you set out to hire the best safety consulting service to meet your needs, you look for a company with:

- A broad skill base;
- Excellent credentials and experience;
- Reasonable up-front costs;
- Non-punitive associations;
- The ability to deliver a positive financial impact.

As an employer participating in Ohio's exclusive workers' compensation system, you should know that BWC's Division of Safety & Hygiene can meet all your needs.

The division provides a broad spectrum of services, including research, education, publications, local information networks and on-site consulting. We offer expertise in industrial safety, construction, industrial hygiene and ergonomics. Many of our staff hold nationally recognized professional designations. Your workers' compensation premium includes the cost of our services. You invest your safety dollars in on-site improvements rather than consulting fees.

The Ohio Legislature established the Division of Safety & Hygiene as a consultative service to inform, educate and assist employers in loss-prevention activities. The division does not engage in enforcement of local or federal safety requirements. The division has strategies to assist you in reducing work-place accidents and injuries, and the associated costs.

Up-to-date information

You can obtain the most up-to-date information on occupational safety and health, rehabilitation and workers' compensation by contacting our library.

The library's staff uses online computer systems to perform safety and health-related research in addressing your specific questions. You also can request a list of Web sites to access directly. In addition, the video library has a collection of more than 3,000 occupational safety and health videotapes that Ohio employers may borrow. And you can obtain publications covering many safety issues, including comprehensive safety manuals for both construction and general industry.

We are in the process of producing several industry-specific manuals, as well. Booklets are available on 15 different safety topics, including lockout/tagout, forklifts, electrical power tools and fall protection.

Ohio Safety Congress & Expo



Each year, the Ohio Safety Congress & Expo provides a forum for the cutting edge in workplace safety practices, technology, products and services. This event attracts more than 6,000 attendees and combines work-place safety education and interactive exhibits. Hundreds of the top safety experts throughout the country present issues and topics that affect today's safety and health professionals. More than 200 exhibitors also attend the Safety Congress to present the latest in safety products and services.

Safety training for your employees

You can receive training on 42 safety and health topics through the Division of Safety & Hygiene's training center to provide the necessary knowledge and skills to prevent occupational injuries. The curriculum includes train-the-trainer programs and courses that help you build an action plan for improving safety performance. All courses offer continuing education credits.

The training center offers courses in Columbus, Cincinnati, Cleveland, Toledo, St. Clairsville, Portsmouth and Youngstown.

When you need supplemental materials to support your in-house safety training efforts, the video library's collection covers a wide range of topics. And, *the 10-Step Business Plan* booklet can show you how to make safety a part of your overall business operations.

The Ohio Safety Congress & Expo also is a good source of training information, with its educational sessions covering both general and industry-specific topics.

In conjunction with Safety & Hygiene, 53 area Safety Councils across the state promote occupational safety and health awareness in their communities through educational meetings, networking and local support.

The councils also direct annual safety campaigns, and member companies that maintain exceptional safety and health records during the year are recognized at the councils' annual awards banquets.

Site-specific help

Many employers call the division with requests for on-site services. The success of any safety effort, however, depends heavily upon the commitment and involvement of the employer.

You can receive any of our on-site services provided you demonstrate a commitment to making worker safety part of the overall business operation and you implement change to become self-sufficient. Our area offices offer assistance in the following areas:

Safety program advice

You may ask for assistance with written safety programs, violence in the work-place programs, record keeping, the 10-Step Business Plan and other programs that can help you improve your loss-prevention management.

The Division of Safety & Hygiene will help you analyze your injury school district's history; support you with program-design assistance; provide information on training, literature, Web sites and other resources; and teach you how to track program results.

You will be expected to develop specific company safety policies, provide employee training, establish accountability for worker safety, implement the new safety program, and track the results.

Hazard assessment and control assistance

You can benefit from our expertise in industrial safety, construction safety, industrial hygiene and ergonomics to improve hazard recognition, evaluation and control in your work-place. The division will help you analyze your school district's injury history and safety processes; help you design a method to assess your work operations; and teach you to perform your own safety audits. It also will provide access to sample programs, training and other resources; equip you to gain management commitment and show you how to track results.

You will be expected to demonstrate management support and provide resources to implement corrective actions.

Safety culture/behavior change processes

Safety culture assessments, leadership training, management systems evaluation and behavior-based safety systems can help your school district achieve better results through its safety process. The Division of Safety & Hygiene will provide in-depth injury-history analysis, report results and make recommendations on how to change the current safety culture. It also will be available for answers and advice; facilitate leadership workshops and strategic planning; recommend the current best industry practices and models for cultural and behavioral change; and teach you how to track results.

Your top administrator must agree to manage a high-level action plan that includes evaluating and re-designing management systems, and urge the entire workforce to participate in culture surveys. Top administrators are expected to attend leadership workshops and will be held accountable for implementing the school action plan.

Safety team/committee evaluation and design

Safety committees are an excellent way to improve communication on safety issues and get employees involved in the safety process.

They are beneficial because they use workers' knowledge about how to do their jobs safely. You can get help from the Division of Safety & Hygiene in establishing safety committees or teams, or to make existing teams more effective.

We are your safety professionals

The division provides a comprehensive service to assist employers in achieving outstanding safety performance. You can receive a thorough assessment of technical and cultural factors; on-site consultation; identification of employer-required resources; assistance in creating an appropriate, employer-driven action plan; information on how to track and monitor the success of initiatives; and ongoing consultation with division personnel.

So, contact us today to reduce injuries, illnesses and costs because Safety Works for You.

BWC Division of Safety & Hygiene Offices

Administrative Offices

You can access all of the following services by calling 1-800-OHIOBWC and pressing 22 or sending a fax to 614-644-5707.

Library
Safety Congress
Safety Councils
Publications
Training Center
Video Library

Area Offices

Canton	(330) 471-0064, FAX (330) 471-0057
Columbus North	(614) 728-6457, FAX (614) 728-2914
Columbus South	(614) 728-3008, FAX (614) 644-5707
Dayton	(937) 264-5230, FAX (937) 264-5251
Governor's Hill	(513) 583-7085, FAX (513) 583-7080
Independence	(216) 573-7200, FAX (216) 573-7233
Mansfield	(419) 529-7603, FAX (419) 529-4104
Toledo	(419) 327-8988, FAX (419) 327-8998
Warren	(330) 306-4165, FAX (330) 305-4173
Zanesville	(740) 450-5161, FAX (740) 450-5171

Public school organizations in Ohio

The Ohio School Boards Association (OSBA)

8050 N. High St., Suite 100

Columbus OH 43235

Phone: (614) 540-4000

Fax: (614) 540-4100

www.osba-ohio.org/

OSBA is a private, not-for-profit statewide organization of public school boards. Founded in 1955, OSBA's purpose is to encourage and advance public education through local citizen responsibility. Truly member-driven, OSBA's policies are determined by its members. Membership in OSBA is open to all public school boards.

November 7-10, 2001: OSBA Capital Conference and Trade Show.

www.osba-ohio.org/CapitalConference/safety.html

John Brandt, executive director

Kathy Keare Leavenworth, president

Buckeye Association of School Administrators (BASA)

8050 N. High St., Suite 150

Columbus, OH 43235-6486

Phone: (614) 846-4080

Fax: (614) 846.4081

www.basa-ohio.org/index.html

The BASA has more than 1,500 members; most are the chief school officers (superintendents) of their school districts.

Rod Rice, executive director

Tom Ash, president

Ohio Association of School Business Officials (OASBO)

8050 N. High St., Suite 130

Columbus, OH 43235-6485

(614) 431-9116 or 1-800-646-2726 (in state only)

FAX: (614) 431-9137

www.oasbo-ohio.org/index.html

The OASBO is a not-for-profit educational management organization dedicated to learning, using, and sharing the best methods and technology of school business administration. Membership in the OASBO is available to all individuals employed in the fiscal management of schools.

Bill Bornhauser, president

John Fernbaugh, executive director

Ohio Association of Elementary School Administrators (OAESA)

8050 N. High St., Suite 170

Columbus, OH 43235-6477

(614) 430-8590

(614) 430-8596 (fax)

www.oaesa.org/index.html

The OAESA is the primary association of Ohio's elementary and middle school building principals and other school administrators having an interest in elementary and middle level education.

Ronald A. Stebelton, executive director

Ohio Association of Secondary School Administrators (OASSA)

8050 N. High St., Suite 180

Columbus OH 43235-6484

Tel: (614) 430-8311

Fax: (614) 430-8315

www.oassa.org/

The OASSA is a professional organization serving approximately 2,400-middle level and senior high administrators in Ohio. We serve our membership through professional development opportunities, legal services, representation, and student activities. Membership is available to any person who has an administrative contract in a middle-level school, secondary school, or central office.

Fall conference - October 17-19, 2001

Steven E. Raines, executive director

Laura Keller, president

Ohio Education Association

225 E. Broad St., PO Box 2550

Columbus, OH 43216

Phone: (614) 228-4526

Fax: (614) 228-8771

www.oea.columbus.oh.us/home.htm

The OEA represents 120,000 members who work in Ohio's public schools, colleges and universities, including more than 12,000 educational support personnel, such as paraprofessionals, bus drivers, custodians, secretaries and food service workers.

Robert Barkley Jr., executive director

Michael Billirakis, president

Ohio School Facilities Commission

88 East Broad Street, Suite 1400

Columbus, Ohio 43215

Phone (614) 466-6290

Fax (614) 466-7749

www.osfc.state.oh.us/osfc.htm

The mission of the Ohio School Facilities Commission is to provide funding, management oversight, and technical assistance to Ohio school districts for construction and renovation of school facilities in order to provide an appropriate learning environment for Ohio's school children.

Randall A. Fischer, executive director

OhioPTA

40 Northwoods Blvd.

Columbus, OH 43235

(614) 781-6344

Ohio Department of Education

65 S. Front St.

Columbus, Ohio 43215-4183

(614) 466-3641

www.ode.state.oh.us/

Dr. Susan Tave Zelman, superintendent of public instruction

State Board Of Education

Martha W. Wise, president

Internet sites for school employee safety and health

Health information network

www.neahin.org/

Indoor air quality

www.envirovillage.com/tools/TDefault.htm

www.epa.gov/iaq/schools/scfaqs.html

www.dehs.umn.edu/schooliaq.html

www.ehhi.org/12steps.html

School bus safety

www.nhtsa.dot.gov/people/injury/buses/

School crime and violence issues

www.fbi.gov/library/school/school2.pdf

www.nssc1.org/home.htm

www.ncsu.edu/cpsv/

www.ed.gov/offices/OESE/SDFS/safeschools.html

www.nea.org/issues/safescho/resources.html

The National Council for Educational Support Personnel

www.nea.org/esp/

Site contains safety information for bus drivers and custodial personnel. It includes a report on school bus drivers and repetitive stress injuries.

The National Clearinghouse for Educational Facilities

www.edfacilities.org/ir/hottopics.html

Hot topics on K-12 school planning, financing, design, construction, operations and maintenance.

New York United Federation of Teachers

www.uft.org/publicat/index.html

Publications list.

Internet sites compiled by:

BWC's Division of Safety & Hygiene Library

30 W. Spring St., Third Floor
Columbus OH 43215-2256
(614) 466-7388
(614) 644-9634 (fax)
E-mail: Library-WGB (internal) or
library@bwc.state.oh.us (external)

Internet resources on Ohio public schools issues:

Funding reform, governor's initiatives
Education overview — Ohio Legislative Budget Office
www.lbo.state.oh.us/ohbudget/opanalysis/redbooks/edu/default.asp?cas=&dept=Education&title=Overview

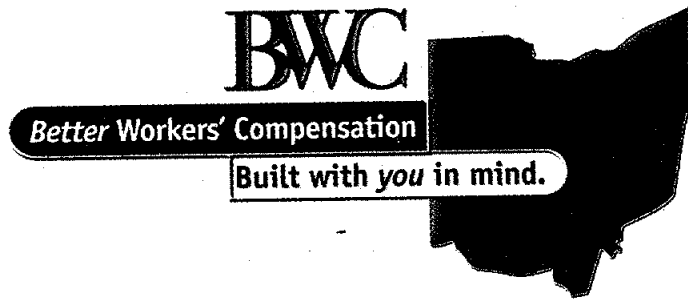
Ohio's school funding system — fair and adequate?
users.choice.net/~grays/
The Ohio Coalition for Equity & Adequacy
www.ohiocoalition.zorg/

Gongwer News Service Special Reports
www.gongwer-oh.com/resource.html#0001

Taft proposes \$40 billion general fund budget, spending hikes of nearly 6 percent
www.gongwer-oh.com/031599.html
Superintendent of Public Instruction Applauds Taft's School Facilities Funding
www.ode.state.oh.us/comm/news/9-9-99.htm
State Board of Education Accepts Six-Month Report from Zelman
www.ode.state.oh.us/comm/news/9-15-99.htm

Ballot board approves language for state issue 1
www.state.oh.us/sos/issue1.htm

Internet sites compiled by:
BWC's Division of Safety & Hygiene Library
30 W. Spring St., L-3
Columbus OH 43215-2256
(614) 466-7388
(614) 644-9634 (fax)
E-mail: Library-WGB (internal) or
library@bwc.state.oh.us (external)



Bob Taft, Governor

James Conrad, Administrator/CEO

1-800-OHIOBWC
www.ohiobwc.com

