

Human Resource Management  
11<sup>th</sup> Edition  
Chapter 11  
A SAFE AND HEALTHY WORK  
ENVIRONMENT

# HRM in Action: Dominant Crime of Twenty-first Century: Identity Theft

- Mishandling or deceptive use of individual's personal information
- Emerged as dominant crime of 21st century
- Losses affected 8.1 million American adults
- Amount of money, goods and services identity thieves stole before detection - \$45 billion
- Identity thieves are now contacting job hunters who have posted résumés on Web sites

# HRM in Action: Dominant Crime of the Twenty-first Century: Identity Theft (Cont.)

- Involves at least two victims: consumer plus issuer, merchant, processor, or bank
- Steadily improving behaviors of all parties
- Identity Theft and Assumption Deterrence Act - Federal crime when anyone knowingly transfers or uses, without authority, a means of identification of another person with intent to commit, or to aid or abet, any unlawful activity that constitutes violation of federal law
- Fair and Accurate Credit Transaction Act - Federal agencies required to adopt regulations for financial institutions and creditors to address act's "identity theft red flag" provision

# The Nature and Role of Safety and Health



**Safety** - Protecting employees from injuries caused by work-related accidents

**Health** - Employees' freedom from physical or emotional illness

# Results from OSHA

- Helped cut workplace fatalities by more than 60% and occupational injury and illness by 40%
- At same time, U.S. employment has more than doubled from 56 million workers at 3.5 million work sites to 147 million workers at 7.2 million sites

# Occupational Safety and Health Administration

- Occupational Safety and Health Act of 1970 created Occupational Safety and Health Administration
- Aims to ensure worker safety and health in U.S. by working with employers and employees to create better working environments
- Requires employers to provide safe and healthy place to work and this responsibility extends to providing *safe employees*

# General Duty Clause



Employers have responsibility to furnish a workplace free from recognized hazards that are causing or are likely to cause death or serious physical harm

# Mission of OSHA

- Promote and assure workplace safety and health and reduce workplace fatalities, injuries, and illnesses





# OSHA's Current Thrust

- Give employers choice between partnership and traditional enforcement
- Inject common sense into regulation and enforcement
- Eliminate red tape

# Possible Financial Penalties

- Serious hazard citation has maximum penalty of \$7,000
- Willful citation might have maximum amount of \$70,000 per violation
- If 10 employees were exposed to one hazard the employer intentionally did not eliminate, penalty amount would immediately jump to \$700,000

# Those Who Repeatedly Violate Health and Safety Standards

- Authorized stricter enforcement measures
- Increase oversight of firms that have received *high gravity* citations
- Mount criminal prosecutions against employers where fatalities are involved

# OSHA Inspection

- Average employer will not likely see OSHA inspector unless employee instigates inspection
- 70% of OSHA inspections resulted from employee complaints
- Employer has option of denying inspector access to work site
- If the employer refuses access to view certain documents, OSHA must obtain an administrative subpoena

# Employee Can Legally Refuse to Work When

- Employee reasonably fears death, disease, or serious physical harm
- Harm is imminent
- Too little time to file OSHA complaint and get problem corrected
- Worker has notified employer about condition and requested correction, but employer has not taken action

# Perceptions of OSHA

- Have not always been positive
- OSHA has overcome most of past criticisms
- 87% of workers and employers rated OSHA staff professionalism, competence, and knowledge as satisfactory

# Safety: Economic Impact



- Job-related deaths and injuries extract high toll in terms of human misery
- Significant costs passed along to consumer
- Everyone affected (directly or indirectly) by deaths and injuries

# Top Leading Causes of Workplace Injuries and Their Associated Costs

- Overexertion (\$13.4 billion)
- Falls on the same level (\$6.9 billion)
- Bodily reaction (injuries from bending, climbing, slipping, or tripping without falling) (\$5.1 billion)
- Falls to lower level (\$4.6 billion)
- Struck by object (\$4.3 billion)



# Fatal Occupational Injuries

- 5,703 fatal work injuries in the United States in 2006
- Rate of fatal work injuries in 2006 was 3.9 per 100,000 workers



# Focus of Safety Programs

1. **Unsafe employee actions** - Create psychological environment and employee attitudes that promote safety
2. **Unsafe working conditions** - Develop and maintain safe physical working environment

# Reasons for Management Support of Safety Program

- Personal loss
- Financial loss to injured employees
  - Lost productivity
  - Higher insurance premiums
- Possibility of fines and imprisonment
  - Social responsibility

# Developing a Safety Program

- **Job hazard analysis** - Key to determining and implementing necessary controls, procedures, and training
- **Superfund Amendments Reauthorization Act, Title III (SARA)** - Requires businesses to communicate more openly about hazards associated with materials they use and produce and wastes they generate

# Developing a Safety Program (Cont.)

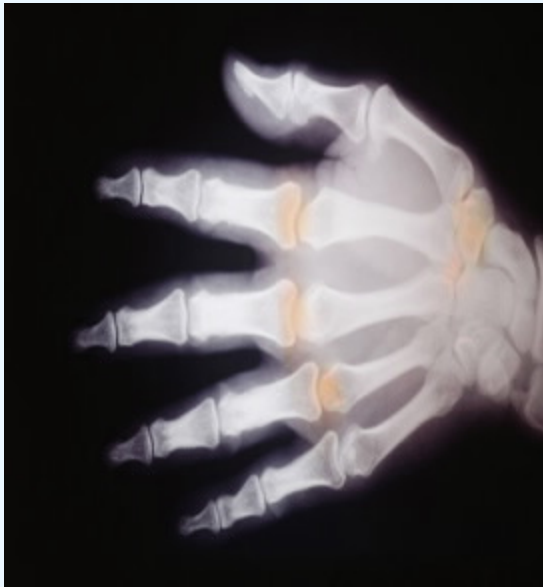
- Employee involvement – Include employees, gives sense of accomplishment
- **Safety engineer** - Staff member who coordinates overall safety program
- Accident investigation - Safety engineer and line manager investigate accidents
- Evaluate safety program

# Evaluation of Safety Programs



- Reduction in frequency and severity of injuries and illnesses
- Effective reporting system is needed

# Repetitive Stress Injuries (RSI)



- Group of conditions caused by placing too much stress on joint and happens when same action is performed repeatedly
- Account for 25% of cases involving days away from work
- Responsible for nearly 60% of all work-related illness

# Carpal Tunnel Syndrome (CTS)

- Results from pressure on median nerve in wrist due to repetitive flexing and extending of wrist
- CTS sufferers spend average of 30 days away from work
- Accounted for \$1 billion in workers' compensation claim benefits, or about an average of \$20,000 each



# Ergonomics

- Study of human interaction with tasks, equipment, tools, and physical environment
- Goal is to fit machine and work environment to person, rather than require person to make the adjustment
- All attempts to structure work conditions so that they maximize energy conservation, promote good posture, and allow workers to function without pain or impairment

# Ergonomics (Cont.)

- **Congress and OSHA** - Congress rescinded OSHA's ergonomics standards in 2001– OSHA to develop new standards
- **Ergonomics payoff** - Clear payoff in using ergonomics
- Sound ergonomic approach to avoiding workplace injuries is prevention

# Workplace Violence

- OSHA defines *workplace violence* as physical assault, threatening behavior, verbal abuse, hostility, or harassment directed toward employees at work or on duty
- Costs linked to workplace violence rose from \$4.2 billion in 1992 to \$36 billion in 1995 and to \$121 billion recently

# Leading Causes

- Murder is number-one workplace killer of women and third-leading cause of death for men, after motor vehicle accidents and machine-related fatalities
- One in 10 employees have personally experienced violence



# Vulnerable Employees

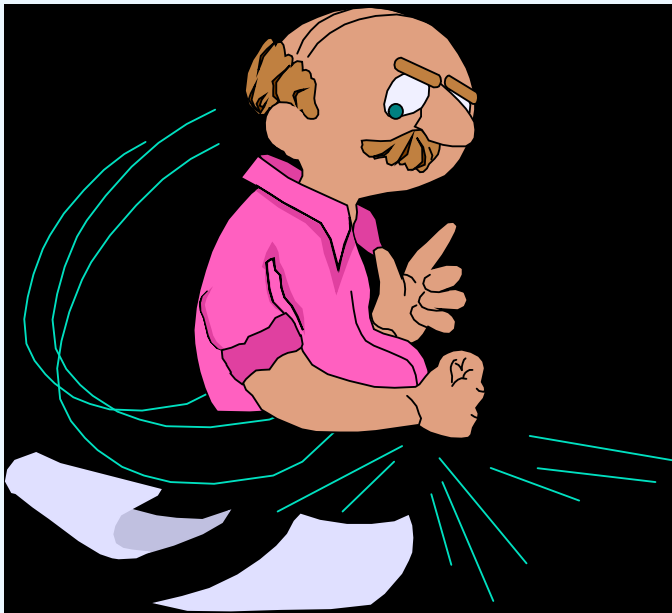


- Employees at gas stations and liquor stores, taxi drivers, police officers, and convenience store managers working night shifts face greatest danger

# Legal Consequences of Workplace Violence

- Civil lawsuits claiming *negligent hiring* or *negligent retention*
- **Negligent retention** - Company keeps persons on payroll whose records indicate strong potential for wrongdoing and fails to take steps to defuse possible violent situation

# Individual and Organizational Characteristics to Monitor



- Screaming
- Explosive outburst over minor disagreements
- Making off-color remarks

# Individual and Organizational Characteristics to Monitor (Cont.)

- Crying
- Decreased energy or focus
- Deteriorating work performance and personal appearance
- Become reclusive



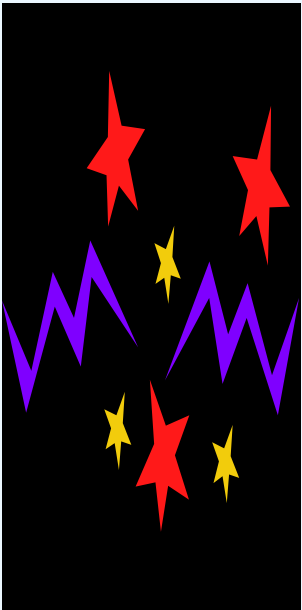
# Preventive Actions

- Ban weapons on company property, including parking lots
- Under suspicious circumstances, require employees to submit to weapons searches or examinations for mental fitness for work
- Policy of zero tolerance toward violence or threats of violence
- Have employees report all suspicious or violent activity

# Preventive Actions (Cont.)

- Relationships with mental health experts for recommendations in dealing with emergency situations
- Train managers and receptionists to recognize warning signs of violence and techniques to diffuse violent situations
- Equip receptionists with panic buttons to alert security instantly

# Domestic Violence



- Domestic violence spillover is unexpected threat in workplace, both to women and companies
- About 1,200 women are killed and 2 million injured by their partner annually
- Costs about \$5.8 billion annually in absenteeism, lower productivity, and turnover

# Domestic Violence Laws

- **Family Violence Prevention and Services Act** - Helps prevent domestic violence and provides shelter and victim assistance
- **Violence Against Women Act** - Passed in 1994, created new federal criminal laws and additional grant programs within HHS and Department of Justice
- **Violence Against Women and DOJ Reauthorization Act of 2005** - Mandated study indicating prevalence of domestic violence, dating violence, sexual assault, and stalking among men, women, youth, and children

# Nature of Stress

- Body's nonspecific reaction to any demand made on it
- **Potential consequences** - Diseases that are leading causes of death, may even lead to suicide
- **Stressful jobs** - Lack of employee control over work

# Twelve Jobs with Most Stress

1. Laborer
2. Administrative Assistant
3. Inspector
4. Clinical Lab Technician
5. Office Manager
6. Foreman
7. Manager/  
Administrator
8. Waitperson
9. Machine  
Operator
10. Farm Owner
11. Miner
12. Painter

# Sources of Stress



- Organizational Factors
- Personal Factors
- General Environment

# Organizational Factors



- Corporate Culture
- The Job Itself
- Working Conditions



# Personal Factors



- Family
- Financial Problems

# General Environment

- Economic uncertainties
- War or threat of war
- Threat of terrorism
- Long commutes in rush-hour traffic
- Unrelenting rain
- Oppressive heat or chilling cold



# Managing Stress

- Exercise
- Good diet habits
- Know when to pull back
- Put stressful situation into perspective
- Find someone who will listen
- Establish some structure to your life
- Recognize your own limitations
- Be tolerant
- Pursue outside diversions
- Avoid artificial control



# Burnout

- Individuals lose sense of basic purpose and fulfillment of work
- Body or mind can no longer handle overwhelmingly high demands
- **Costs:** reduced productivity, higher turnover
- Individuals in helping professions seem to be most susceptible to burnout
- **Danger:** It is contagious!

# Trends & Innovations: Some Are Paid to Be Healthy; Some Have to Pay Because They Are Unhealthy

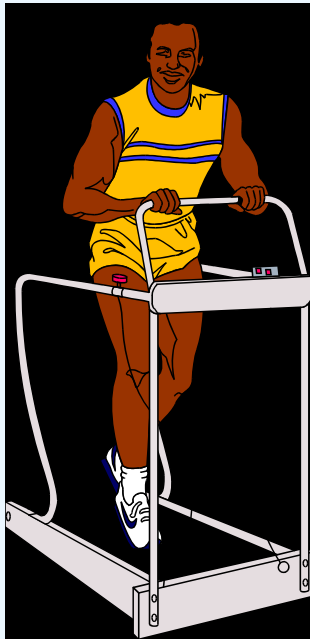
- Companies increasingly using financial incentives to encourage employees to adopt healthier lifestyles
- May be a discount on premium contributions or cash
- Some employees lose their health coverage because they do not cooperate



# Wellness Programs

- Traditional view is changing: Health is dependent on medical care and is simply absence of disease
- Optimal health can be achieved through environmental safety, organizational changes, and healthy lifestyles
- Firm conducts health needs assessment to find appropriate health needs
- Chronic lifestyle diseases are much more prevalent today than ever before

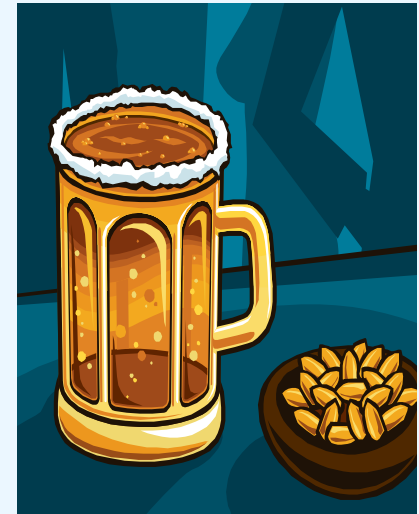
# Physical Fitness Programs



- Most commonly offered in-house corporate wellness programs involve efforts to promote exercise and fitness
- Reduce absenteeism, accidents, sick pay

# Substance Abuse

- Involves use of illegal substances or misuse of controlled substances such as alcohol and drugs
- Alcohol and drug abuse costs American businesses roughly \$81 billion a year in lost productivity





# Alcohol Abuse

- Medical disease characterized by uncontrolled and compulsive drinking that interferes with normal living patterns
- 40% of workplace fatalities and 47% of workplace injuries are related to alcohol consumption



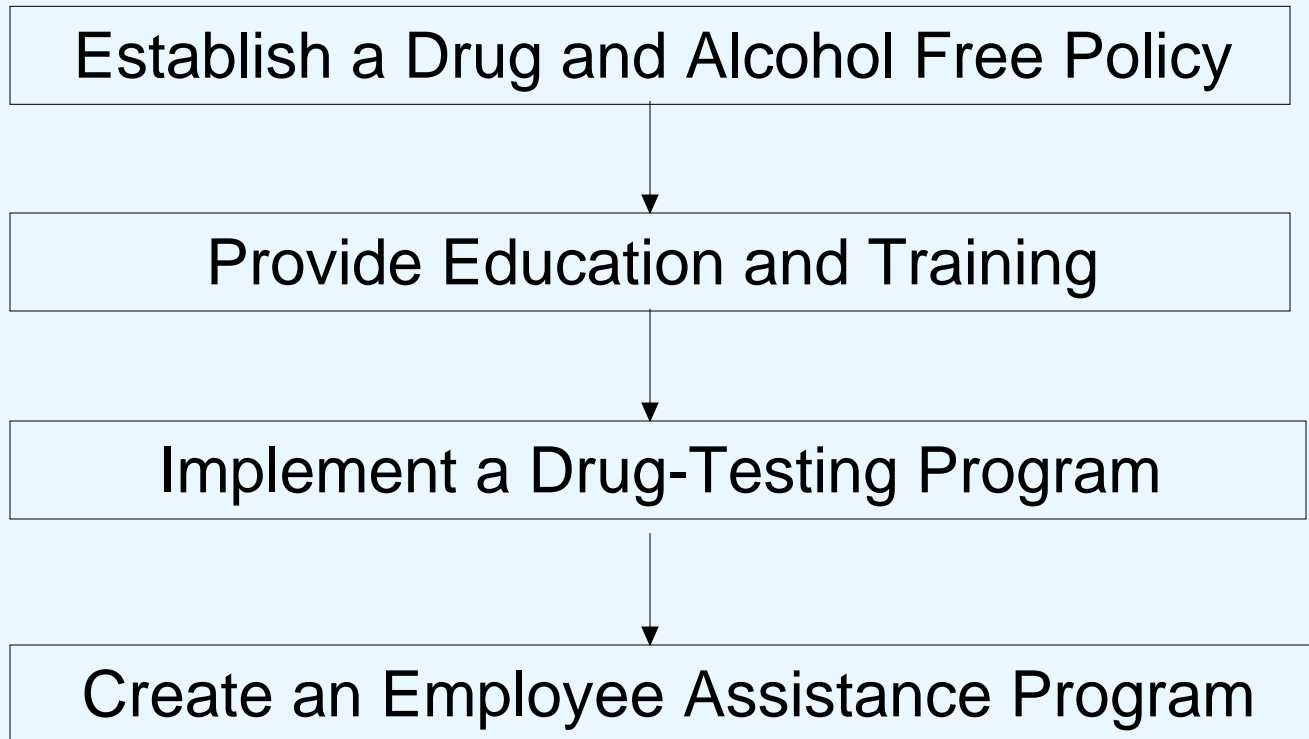
# Drug Abuse

- More than 1 in 12 American workers report abusing drugs regularly
- Drug-using employees 3.5 times more likely to be involved in workplace accident and 5 times more likely to file workers' compensation claim
- Absenteeism among illegal drug users is up to 16 times greater than other workers
- 60% of employed drug users work for smaller businesses

# Substance Abuse Free Workplace

Drug-Free Workplace Act of 1988 requires some Federal contractors and all Federal grantees to agree that they will provide drug-free workplaces as condition of receiving a contract or grant from a Federal agency

# Steps for Establishing a Substance Abuse Free Workplace



# Signs of Possible Substance Abuse

- Excessive absenteeism
- Radical mood swings
- Decline in personal appearance
- Smell of alcohol or other physical evidence of substance abuse
- Accident proneness and multiple workers' compensation claims
- Lack of coordination
- Psychomotor agitation or retardation. Alcohol, marijuana, and opioids can cause fatigue. Cocaine, amphetamines, and hallucinogens can cause anxiety.
- Thought disturbances. Cocaine, alcohol, PCP, amphetamines, and inhalants often cause grandiosity or sense of profound thought.
- Other indicators. Cocaine, PCP, and inhalants can cause aggressive or violent behavior. Alcohol and other sedatives reduce inhibition. Marijuana increases appetite, whereas stimulants decrease it. Both types of drugs cause excessive thirst.

# Substance Abuse Testing

- Most employers relying on urine testing
- Experts regard blood tests as forensic benchmark against which to compare others
- Hair sample analysis claims it can detect drug use from 3 to 90 days after drug consumption
- Oral fluid testing is especially well suited to cases of reasonable suspicion and post accident testing

# Employee Assistance Programs (EAP)

Comprehensive approach that many organizations have taken to deal with numerous problem areas such as burnout, alcohol and drug abuse, and other emotional disturbances

# Employee Assistance Programs (EAP) (Cont.)

- Drug Free Workplace Act of 1988 requires access to EAPs for federal employees and employees of firms with government contracts
- Primary concern is getting employees to use program

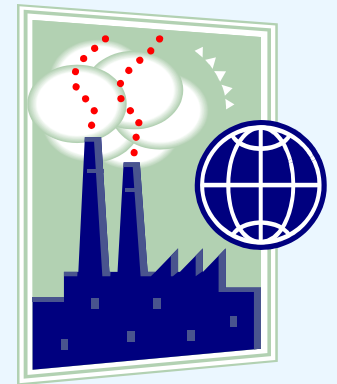



# Smoke-Free Workplaces

- Secondhand smoke can increase risk of cancer
- Workplace smoking not only hazardous to employees' health, but detrimental to firm's financial health
- Some states ban smoking in workplace
- Some business owners have taken personal stand against smoking
- Some reject employment applications on grounds would-be employee is a smoker

# A Global Perspective: Global Safety Programs

- Global companies continue to face global safety risks
- Shift to single safety management system that applies to all operations throughout the world
- Easier to teach someone company's global standards than local mores





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