

Ten Ways to Improve Workplace Safety



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Preventing workplace incidents is an important way to save workers' compensation dollars.

Previous blogs cover the importance of [the CEO's support](#), [how to convince the CEO that it should be a priority](#), the importance of [a culture of sharing](#), the need for a [safety culture](#) and [how to tell if it exists](#).

This blog focuses on tactical advice from sources I have interviewed over the years. Here are snippets of their wisdom:

- 1) **New employees should learn about a company's commitment to safety during the orientation process.** Employees should know how to report unsafe work situations whether it is a phone number, online or on paper. Employees and their supervisors should also know that their attention to safety will be considered during job evaluations and for promotions.
- 2) **Communicate the importance of safety through effective communication plans.** A previous blog covers effective [communication plans for workers' compensation programs](#). That said, behavior-based safety programs tend to be more effective than rules-based, flashy safety campaigns.
- 3) **Train, train and train again.** People need to hear information multiple times and in different ways to make behavioral changes. Employees should be encouraged to think through risk and exposure instead of memorizing seemingly irrelevant rules. Reinforce training with videos, seminars and supervisory training. Incorporate fun ways to reinforce material. Train them about [how workers' compensation works as well](#).
- 4) **Make it as easy as possible for employees to find information.** Create a safety portal on your company's intranet. Include information such as: procedural manuals, suggestions, MSDS sheets, accident investigation findings and training videos.
- 5) **Try holding a Jeopardy-style game show with safety questions.** One question, for example, could be asking what is the maximum decibel of sound exposure that does not cause hearing damage.
- 6) **Consider hiring an occupational physician** to help you develop your safety and ergonomic programs. They could also provide insight to analysis on post injury analysis.
- 7) Supervisors who **observe and compliment employees who behave safely** accomplish more than just safety meetings.
- 8) **Provide a personal trainer to keep the workforce physically strong.** Trainers can teach employees the appropriate way to stretch and exercise to strengthen weak muscles.
- 9) **Ask an ergonomist to help employees** realize poor body mechanisms that can harm or re-injure employees and teach them how to best position themselves.

10) **Offer employee safety incentive programs.** These can be can be a fun and effective way to reinforce an established safety plan. Make sure they do not discourage incident reporting.

To do this, focus on encouraging safe behavior. Employees who go to the trouble of identifying safe behavior in another employee could also be rewarded. Points can be given by individual or team basis.

There are many approaches to this. Some employers will reward employees with safety lottery tickets for raffled prizes. Others use safety bucks or stamps that can be traded in for company merchandise while others provide catalogues of goods for their families.

I hope these tips inspire you. Please add some of your favorite safety tips below:

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Does Your Company Have A Safety Culture?

Managers often insist their company has one. Last week's blog covered the signs of a workplace [safety culture](#).



But to really know, you have to ask employees.

It takes courage to ask employees what they really think, but doing can boost trust between employees and management.

Consider an employee survey that focuses on the company's safety culture. Offer specific statements employees can rank from very satisfied to very unsatisfied. Offer them room to elaborate with written responses.

Here are some suggested statements to rank from very satisfied to unsatisfied:

- 1) Safety is a genuine priority at my company.
- 2) Top leadership truly values safety.
- 3) My boss makes safety a priority. I work in the _____ department.
- 4) I can report an unsafe situation without negative repercussions.
- 5) Violators of safety standards are corrected.
- 6) I have the time and resources I need to work safely.

- 7) My company invests in safety training, equipment and useful information.
- 8) My company is consistently communicating that safety is a priority.
- 9) My company enforces its safety goals.
- 10) I know my responsibility in ensuring a safe workplace.
- 11) I know what I should do if there is a safety emergency.
- 12) My company rewards safe behavior.

Once you have their feedback in hand, honestly communicate the results and share future improvements. Keeping your word encourages employee trust as well.

Also consider surveying employees about what they know about workers' compensation. In a previous [blog](#), I suggested survey questions. You can find it here, along with [another blog](#) that covers the importance of effectively communicating to employees about workers' compensation.

Have ideas for other effective safety survey questions? Please share them in the comments section below.

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[Signs of a Workplace Safety Culture](#)

Employers miss potential dividends from workplace safety initiatives when they don't instill safety as part of their corporate culture. 

A safety culture describes the way the C-Suite, supervisors and employers think, feel and act towards occupational safety.

Reflecting the "unspoken rules" about values, priorities and how the work is done, a corporate culture can support safety and instill employee trust. Lacking a safety culture can be the invisible barrier that hinders positive change.

Like any culture, it is reflected in language, action, signs and symbols. Here are some signs your organization has a safety culture:

- 1) **It's important to the CEO** and everyone knows it. The CEO talks about safety and it is reiterated through human resources, communications and management. Employee orientation sessions include safety training and job evaluations and promotions reflect an attitude of safety by managers and employees. (For more about the importance of CEOs, please click [here](#). For ideas for winning over the CEO, please click [here](#).)
- 2) **It's in the talk.** People are aware of safety and they talk about it. Communications, from break room signs to employee newsletters reiterate the message that safety is valued as much as

productivity and profitability.

Lacking a safety culture can be the invisible barrier that hinders positive change.

- 3) **It's in the walk.** From training to accident investigation, managers make sure safety provisions are in every step of the process.
- 4) **It's rewarded.** Safety is its own reward from simply doing the right thing and preventing employees from getting hurt. From appropriate incentive programs that encourage reporting potential hazards to job evaluations, employees know safety has tangible perks. Verbal compliments also boost employee morale. (For more on a culture of sharing and reporting, please click [here](#).)
- 5) **It's in the training.** Employees are well schooled. They are taught to know when their environment is unsafe and discouraged from cutting corners. They are not afraid to file reports for accidents and near misses to strengthen incident prevention. Instead, they are empowered and encouraged to do so.
- 6) **It's in the housekeeping.** Safe housekeeping - where floors are clean and equipment is well maintained - shows workplace safety as a priority. Everything has its place and employees know where to find what they need.
- 7) **It's what employees believe.** In a safety culture, employees believe safety is a priority. Employee surveys can help you find out how employees feel. I will cover how to develop an employee survey about safety culture in my next blog.

In the meantime, how can you tell an organization has a safety culture? Please let me know in the comments section below.

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[Workers' Comp and Safety Programs Need a Culture of Sharing](#)



*Help employees report accidents, near misses
and workers' compensation forms.*

We talk a lot in workers' compensation about employers having a culture of caring. Employers and employees also benefit from what I call a *culture of sharing*.

In a culture of sharing, employees are aware of what kind of information management needs to improve the company's safety and workers' compensation programs. Employees are also empowered to share information freely without negative repercussions. They also have the tools necessary to freely communicate important information to their employers.

There are three important ways a culture of sharing can help employees and employers alike. They are:

- report accidents immediately;
- report near misses right away; and,
- report the need to file for workers' compensation as soon as possible.

For many employers, gleaning important information requires a culture change supported by policies, procedures and effective **employee communication**.

Reporting accidents immediately should be a given. It is common sense that the sooner an employer knows of an accident, the sooner corrective actions can occur.

Features of a solid investigations program include:

- 1) Employees and supervisors have clear knowledge of where to report injuries. Whether it is a 1-800 number, intranet portal or paper file, all employees need to know whom to inform.
- 2) Employees and supervisors must feel safe to report incidents. If they are worried about being penalized for lost productivity, they are less likely to file.
- 3) There should be an emphasis on immediate reporting while the incident is fresh on the minds of witnesses.
- 4) Accident investigators should be asking specific questions, such as:
 - equipment
 - accident type
 - shift
 - any unsafe conditions (such as poor housekeeping inside or weather outside)
 - how procedures were followed
 - responsible supervisor
 - what went wrong, such as a communication breakdowns
 - experience level of employee, and
 - employee age.

5) If your company does not have an effective accident and near-accident program, there is a lot of great information online. I am impressed by a guide provided by the State of Washington. You can find it at: <http://www.lni.wa.gov/Safety/Basics/Programs/Accident/APPCoreRuleGuide.pdf>.

Reporting the accident that almost happened can also inform workplace incident prevention

programs. Include near misses that occur with customers or other third parties.

When a claim is filed affects everything from how quickly an employee recovers to the likelihood of the claim being litigated.

Near misses are common. Perhaps it was a almost from a rug or wrong move on a piece of equipment. If one person trips, someone else can as well.

Whatever it was, it could happen in the future. It makes perfectly good sense but this is easy to forget. Near misses generate sighs of relief and the urge to move production forward.

Employers need to take the fear out of reporting near misses. Supervisors and workers need to be assured that investigating potential accidents is more important than moving on for productivity's sake. And, that doing so is just as important as investigating accidents.

Before encouraging supervisors and employees to report near misses, employers should make sure their incident reporting program is sound (see first section). Ask the same information as with accident reporting, but consider using a different colored form for near misses so they are not confused with accidents.

Employees and supervisors might not be aware of why near misses are important. Here, [employee communication programs](#) are important to help employees understand why.

Employees need to see that near misses result in action from management; such as: repairing equipment; use modifications; retraining or signs reminding workers of safe work practices.

Reporting a workers' compensation claim. All the effort to improve workers' compensation - from public policy to the claims process - will only go so far if workers' compensation claims are not immediately filed and addressed.

When a claim is filed affects everything from how quickly an employee recovers to the likelihood of the claim being litigated. (For more on this, please see my blogs on [why injured workers hire attorneys](#) and [what injured workers should know about workers' compensation](#).)

How can employees be encouraged to file claims as soon as possible?

1) Urge them to file ASAP. How well the workers' compensation process works says a lot about the trust between the worker and their boss.

This, of course, is a much bigger issue than a workers' compensation claim, but points to the company's culture of caring and sharing. Some employers are worried that non-occupational claims will be filed. Let the insurers figure that out. The key is getting the worker taken care of right away.

(Click [employee communication plans](#) and [ideas for an employee workers' compensation surveys](#) to read my blogs on these topics. Also, I will be writing more about culture of caring -and determining it — in a future blog.)

2) Tell them where to file. Just like reporting accidents and near misses, it does not matter how they file — whether it is a 1-800 number, intranet portal or paper file - as long as they know where to file.

3) Offer to help in any way possible. There are so many ways to assist injured workers. Help them fill out the claim form (except personal medical information), take them to the doctor and tell their spouse about the company's EAP program. My blog on [the supervisor's role in workers' compensation](#) will tell you more.

There is a lot more that can be said about a culture of sharing that supports critical reporting by employees. Please add your suggestions below.

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Involvement of Employees in Workplace Safety

Improving workplace safety should not be limited to top-down procedures and programs. Many employers I have interviewed said involving employees in the safety process greatly helped reduce workplace incidents. 

It works for many reasons. Some of it is psychological. Giving employees some ownership makes them feel like they are more like partners than merely employees. It shows their employers care and are open to input.

Such involvement also allows employees to help each other in a more meaningful way, which can build trust between management and the workforce.

Since employee involvement can be a test of the relationship between employees and management, it can also be a double-edged sword. That means employers must be willing to invest in appropriate safety improvements that employees suggest. Otherwise, employees could view this as a ploy, which can erode trust.

As with any workers' compensation effort, [getting executive management's support](#) will improve your chances of a successful safety program.

Before starting, employers need to get real about how employees feel about management. Employee surveys are one approach, but again, employers must show willingness to be responsive to the results.

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One way to encourage employee involvement is creating a labor/management safety team. This is a natural when unions are involved. If your company lacks a union, find employee team members by asking supervisors whom they would recommend. You can also ask employees to anonymously nominate co-workers. You are looking for thoughtful employees known for having ideas, not eternally discontented complainers. They should also have good street cred with other workers.

You also need to decide the functions of the safety team and communicate the boundaries of responsibility and authority clearly. Depending on how much safety ownership you want the team to have, you can ask them to handle anything from developing and implementing safety programs to monitoring safe work practices. The team can also:

- review employee incidents by combing through [first reports of injury](#);
- collect employee safety suggestions;
- work with your communications staff or consultant to develop promotional campaigns;
- partner with human resources to reward safe behavior. (Safety rewards will be covered in a future blog.)

The employee/management team could also put a survey together, asking for the workforce's perceptions on everything from whether they feel their supervisors and/or company cares about them to what workers expect from workers' comp or if their past experience with work comp were satisfying. (One of my most popular blogs suggests how to create a workers' compensation survey. You will find it [here](#).)

With or without employee/management teams, here are some other actions you can take.

Consider encouraging workers to observe work practices. They can then make suggestions to improve safety or submit an anonymous report to the appropriate personnel to ensure the employee is properly trained.

Besides faulty behavior, these forms could include: date, time, location, shift or equipment. I would also leave a comments space so observers can also note any other considerations such as failure to use personal protective equipment, employee fatigue or anything else going on in the work environment.

Allow employees to mark unsafe areas. After receiving the proper training, observant employees who notice an unsafe condition can submit a safety work order and hang a tag calling for maintenance. The numbered tag should include the date and time.

After maintenance personnel fix the situation, they would remove half the tag and turn it in. Then, the observant employee would remove the other half of ticket so employees know the area is now safe.

Create signage with a phone number where workers can text or call the appropriate department to report safety related issues can also encourage employee involvement.

Regardless of what you try, make sure the new safety procedures are clearly communicated to all employees. The best safety ideas cannot flourish without effective and credible employee communication. (For more on effectively communicating to employees about workers' comp, please click [here](#).)

There are many other ways to encourage employee involvement? Please share your ideas.

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Prevent Workers' Compensation Costs through Safety



*Prevention Begins By Reviewing
Injury Reports*

Employers can do a lot to save money on workers' compensation by preventing work-related injuries, illness and deaths in the first place.

I know this from the perspective of a writer whose career began more than 20 years ago writing about occupational safety and health for the Ohio Bureau of Workers' Compensation (BWC). What I know I learned from the pros.

The surest way to success means converting the CEO to the cause of workers' compensation and safety. I covered ways to do this in my blog, [Converting the CEO to the Cause of Workers' Compensation](#).

Whether beginning an organization's first safety program, or re-evaluating one that already exists, you need to identify safety challenges and prioritize them.

Taking a hard look at past losses is a good place to start.

Determine the causes of injuries and occupational illnesses by combing through the first reports of injury. Of course, focus on those that resulted in workers' compensation claims. You might find out they are incomplete. This may well be your first action step to improve your workers' compensation program.

Also, consider reviewing incidents that did not result in a workers' compensation claim. For example, I slipped and fell once at BWC's cafeteria during my lunch break. I was asked to fill out the report, which hopefully reminded management to make sure the floors are clean and safe for workers and customers alike.

Incident reports include a lot of information to review. An easy way to cut the wheat from the chaff is to focus on the largest number of losses by location and/or department.

You could find out that some supervisors make safety a higher priority than others. Consider having your IT department track the on-shift supervisor at the time of accident. While waiting on IT, keep copies of accident reports in the file of the on-shift supervisor at time of accident. This will enable management to determine the supervisor's commitment to safety, which could be reflected in bonuses, pay increases and promotions. It could also ensure that accidents are recorded as completely as possible. (For more on the supervisor's role, please click [here](#).)

You could find out that some supervisors

make safety a higher priority than others.

As you review the first reports of injury, make a list of the causes of injuries and illnesses for each report.

Then identify the top five causes by frequency and begin to address those directly with the goal of addressing the rest of them. Neglected housekeeping, for example, could mean items are not put away correctly. Other causes can include inappropriate posture or body use, environmental issues, equipment and tool maintenance use of personal protective equipment or repetitive motion. Be specific.

Be cognizant of how you reflect injury severity. In workers comp, we use the word “severity” to reflect the duration of a claim. I always found this problematic because it is not necessarily related to the injury’s severity. This is an important distinction because the length of a claim can have more to do with [filing lag times](#), immediacy and quality of medical care, claims administration, [the employee/supervisor relationship](#) and return-to-work than the actual severity of the injury or occupational illness.

To maintain momentum, determine a regular basis to track progress and identify new challenges. Common time periods are monthly, quarterly or biannually; depending on how often claims are filed.

For more on workers’ compensation, please click on the workers’ compensation section on the right hand column.

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[Converting the CEO to the Cause of Workers’ Compensation](#)

With employers addressing ObamaCare and rising health care costs, persuading the CEO to make safety and workers’ compensation priorities might be a challenge. 

But you know workers’ compensation is also important and you need the CEO’s support. I explained this in last week’s blog, which you can find [here](#).

Your goal is be an evangelist to convert your CEO to the cause of workers’ compensation. Evangelizers are passionate about what they believe. Therefore, you need to passionately believe that employing best practices are good for employees and the organization as a whole.

Why must CEOs be converted to the cause of workers’ compensation? Because it is not enough to get the CEO to express the best crafted messages in all the appropriate internal and external communication vehicles.

Unless the CEO is a believer too, all you will get is lip service. That's bad because lip service kills employee credibility and trust. Your CEO might need reminding that he or she will look really good by showing care about workers.

Convincing the CEO to support safety and workers' compensation often means building a business case. You want to address why the CEO should care when he or she is mired in endless electronic interruptions.

***Get beyond workers' compensation as
just an insurance cost or legal mandate.
Show it as the opportunity it could be.***

To do so, try discussing workers' compensation from a new perspective. Get beyond workers' compensation as just an insurance cost or legal mandate. Show it as the opportunity it could be. Like other benefits, workers' compensation can be used to show that the organization is concerned for their employee's welfare. Effective workers' compensation programs also address absenteeism.

Another way is to discuss workers' compensation as a litmus test for employee satisfaction and morale. This is based on the idea that if there are troubles with workers' compensation, chances are there are also problems with other human resources issues including high turnover or equal employment opportunity, sexual harassment or Americans with Disabilities Act complaints.

When CEOs understand that workers' compensation is part of the systemic whole — and not just another cost of business expense — they should see more reason to act.

As for building a business case, demonstrate the costs and lost opportunities due to unsafe workplaces, [claim filing lag time](#), poor medical care and lack of [return-to-work](#) opportunities. The direct costs can be compelling enough, but indirect costs - including training productivity and opportunity costs — up the ante of the true expense of employee absence.

You can get average percentage guesstimates of these costs from organizations including the [Workers' Compensation Research Institute \(WCRI\)](#), the [National Council of Compensation Insurance, Inc.](#), and the [Integrated Benefits Institute \(IBI\)](#). Become a member of WCRI or IBI and find even more data - and yes, tell them I sent you!

Another approach is to profile three types of "average workers," explaining the costs of hiring, training, productivity and other value such employees brings to the organization.

Don't forget to point out how assuring best practices for workers' compensation does more than encourage employee morale. These practices also support the organization's corporate culture and doctrine of excellence, which are of course reflected in the organization's business plan, mission and vision statements, company philosophy, strategic plan and any other corporate documentation.

And finally, do not give up. Spend time trying to change the culture as much as you can. Discuss your points whenever you get the chance from the water cooler to the boardroom.

If you have other suggestions for making the business case for workers' compensation or other organizations where employers can find data, please comment below. Thanks!

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Great Workers’ Compensation Programs Start at the Top



http://www.cafepress.com/+black_cap,9225966

Some of my most popular blogs cover workers compensation. While in the process of writing future blogs, one central element occurred to me.

It is this: A program can only go so far without a strong CEO who supports it. Period. This applies to everything from workers’ compensation to social media.

There is no way around this. Regardless of what you do, you will only get so far without the blessing of the Big Boss. But you need more than that. You need the organization’s leader to be the ultimate cheerleader for improving safety, getting workers to file claims early and return-to-work programs.

When I was a reporter at *BNA’s Workers’ Compensation Report* in the 1990s, I covered exceptional safety, workers’ compensation and return-to-work programs.

Regardless of what you do, you will only get so far without the blessing of the Big Boss.

Finding good comp-related programs was not easy. So I focused on companies with reputations for being well run. My logic was simple. Excellent workers’ compensation programs tended to be a sign of well managed companies in general.

Park-Ohio’s CEO Ed Crawford came to mind. I wrote about Ed when I was a reporter for *Small Business News*, now **Smart Business**, in Cleveland.

Ed had a reputation in the Forest City for transforming large dinosaur manufacturing companies with a strong union presence into modern companies.

To transform Park-Ohio, he started the “attitude” campaign. The idea was clear. How management and labor work together depends on their attitude. After outlining what it meant at Park Ohio, he and his employees wore metal pins that read, “ATTITUDE.” So inspired, I requested a pin and still have it nearly 20 years later.

Safety and workers’ compensation, like anything else in the workplace, depends on the attitude of management and employees. Ed’s example impressed upon me that workers’ compensation does not happen in a vacuum.

Show me a company with a lousy workers' compensation program and I will show you one with piles of Equal Employment Opportunity, sexual discrimination, Americans with Disabilities Act and other human resources complaints. These are all symptoms of a poorly managed organization.

My blog will continue to offer ideas for improving workers' compensation. But these suggestions always assume that workers' compensation managers have the support they need to make positive change. Without it, there is only so far you can go.

I believe there are many excellent workers' compensation professionals trying to improve their companies' workers' comp program but to little avail. They find it difficult to convince their bosses that more resources are needed to improve safety and all other workers' compensation-related efforts. In next week's blog, I will offer suggestions on how to do just that.

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How Supervisors Can Improve the Workers' Compensation Process

Never underestimate the supervisor's role in supporting injured employees in the workers' compensation process. An employer's communications department can produce the most positive propaganda possible, but the supervisors' attitudes are what ultimately count to injured employees.

Workers who feel cared about by their managers are less likely to litigate their claims and more likely to enjoy positive return-to-work experiences. Expressing concern includes being well informed with the necessary knowledge to respond appropriately when workers are injured at the job.

Too often, however, supervisors are unaware of their roles and responsibilities. Even worse, necessary support from top management could be lacking.

Nobody wins. The results can be disastrous for injured workers who feel confused or abandoned in the seemingly black hole of workers' comp. Meanwhile, employers suffer from unnecessary direct workers' compensation costs and lost productivity.

Workers who feel cared about by their managers are less likely to litigate their claims and more likely to enjoy positive return-to-work experiences.

To provide some suggestions, I am making some supervisory role assumptions that will differ according to how an employer manages its workers' comp program.

Make sure supervisory responsibilities are clear and attainable. Promise and deliver practical support and training from top management.

When a worker is injured, the first immediate concerns are ensuring the best possible medical response and treatment, and that the comp claim is filed as soon as possible. Within 24 hours of learning of the workplace incident or the claim, whichever comes first, the supervisor should contact the injured worker within 24 hours.

Supervisors should send get-well cards, perhaps including notes from their co-workers. Some employers show they care by sending flowers or a fruit basket to the worker's home or hospital room. These are great ideas, but are no substitute for knowing they are missed.

Supervisors need to support their workers. Listening and responding to needs and concerns of injured employees encourage efficient claim processes and return-to-work. Workers need to know that the company is committed to providing the best medical care, with assurance that accommodations will be made for a transitional job when injured workers are medically ready to return to work.

This conversation could start with a phone call. With permission from injured workers, supervisors should consider visiting injured workers in the hospital and/or home visits with, perhaps, the gift basket in tow. Ideally, the company will have a [brochure](#) covering what workers need to know, such as what to do when after filing a claim, important contact information, and answers to often-asked questions.

Supervisors can remind injured workers' families of the company's Employee Assistance Program. Remember, workers' comp provides first dollar coverage, so they are not to be paying medical bills related to the workers' compensation claim. (This applies in all states except Washington, I believe.)

Some employers provide workers a list of quality workers' compensation lawyers, stressing the hope that that workers will be give them opportunities to resolve issues before taking legal action. Injured employees may not realize that attorneys are compensated directly from their benefits. Allowable percentages of payments to lawyers vary by state, and the worker should know those limits.

In next week's blog, I will cover supervisors' role in helping injured employees return to the job. Please feel free to comment at will!

[Questions For an Employee Workers' Compensation Survey](#)

(This is Part IV of My Series on What Every Employer Should Know About Workers' Compensation)

[Last week's blog](#) covered how to approach an employee survey to glean insight into what your employees know about workers' compensation and related issues. Here are some survey questions to consider:

- **Do you believe safety is a priority at the company? Why or why not?**
- **How can the company improve workplace safety?**

Then ask specifically about workers' compensation to determine what they know to develop future

communication materials. Workers' comp questions include:

- **Who pays for workers' compensation benefits?**

1. state government
2. federal government
3. your employer
4. insurance companies
5. I don't know.

- **Where should a workers' compensation claim be filed?**

1. with your supervisor
2. human resources
3. the insurance company
4. The federal Occupational Safety and Health Administration (OSHA) hotline.

- **Who would you go to if had questions about workers' compensation?**

1. a co-worker who has filed a claim
2. your union
3. your supervisor
4. human resources
5. company medical clinic
6. a doctor
7. an attorney.

- **When a work-related injury occurs, who should it be first reported to?**

1. your supervisor
2. human resources
3. the union
4. a doctor
5. company medical clinic
6. an attorney.

If you have filed a workers' compensation claim while working at this company, how satisfied were you with those who dealt with your claim? Who handled your claim? Please explain.

Please feel free to add your own questions to this post. If you use the above questions, please let me know what you learn. And, of course, If you need help developing your survey, please let me know by writing Annmarie@lipoldcommunications.com. Here's to knowing and reaching your employees!