



**LEADING
AN EFFECTIVE
SAFETY COMMITTEE**

MEMIC

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Introduction

Forming a Safety Committee is a basic step toward achieving workplace safety. This booklet tells you how to establish a Safety Committee in your place of business, from setting it up to running a meeting. It is not designed to be the single authoritative answer for *all* your questions about safety committees, but it is designed to answer and explain the following:

- What is a Safety Committee?
- Who should serve on the committee? How many? And for how long?
- What is needed to make the committee successful?
- What does a Safety Committee do? And how does it work?
- Guidelines for the chairperson
- How to conduct effective meetings
- What is a Safety Steering Committee?
- What is a Safety Subcommittee/Safety Team?

For additional insights and information on how to create the best possible Safety Committee for your company, do not hesitate to contact the loss control department of your workers' comp insurance carrier.

Industry Well-Being Pyramid

The bottom line of any business is profit, but that end result is affected by other factors that are just as important, or more so, to the well-being of the company.

1. Safety culture is the broad foundation that not only keeps workers on the job, stimulates employee interest, and promotes participation, but also saves money in human resources (by preventing injuries) and in equipment (by minimizing breakdowns). The Safety Committee is an integral part of that culture.
2. Quality of product strengthens that sound foundation. Without product quality, the very reason for being in business would be undermined by poor sales.
3. Productivity at the expense of employee safety or concerns, which can lead to workplace injuries and equipment breakdown, undercuts the solid foundation and can lead to unstable profits. Productivity should be rooted in a strong safety culture.
4. True and sustained long-term profit requires all of the components, from base to apex, that reinforce an organization's well-being.



Overview

Upper Management Commitment

Commitment begins at the top. Upper management and/or the business owner must be truly committed to safety and give evidence of that commitment by providing a safe and healthy work environment, with a goal of zero accidents. If that commitment is not in place, then most safety efforts will ultimately be ineffective. The company leaders' attitudes and actions serve as an example to every employee in the organization. Employees are aware of management's REAL attitude toward safety, and they act accordingly. Since people do as they see, management's commitment must be supported not only by their attitudes but also by their actions. Tangible evidence of management's commitment is provided by (but not limited to) the following:

1. **Safety Policy Statement** – Write a statement declaring the company's commitment to the safety and well-being of all employees, signed by the owner or by top management. Post it in a prominent, highly visible location for all to see, and make sure that it becomes the first page of the Safety Manual.
2. **Organized Safety Effort** –
 - Have written safety policies, procedures, and rules and regulations in place.
 - Support the formation of an effective Safety Committee.
3. **Talk Safety First** – Make safety the first topic of discussion at all management and departmental meetings.
4. **Accountability** – Hold managers, supervisors, and front-line employees accountable for safety in their departments or areas of responsibility.
5. **Safety as a Performance Issue** – Link safety components and accident statistics to performance reviews of management and all staff.
6. **Budget for Safety** – Provide financial support for the identification, correction or elimination of safety hazards or unsafe processes.
7. **Safety Training** – Affirm the necessity of adequate safety training for all members of the workforce by encouraging attendance at safety workshops (time away from normal duties). It is helpful to post an annual or quarterly training schedule¹.
8. **Identify Appropriate Personal Protective Equipment (PPE) Needs** – Provide the right equipment for the job(s), and enforce usage. Leading by example, top management should wear this safety equipment as well, when and where required.
9. **Acknowledgment** – Support a safety acknowledgment, award, or incentive program to recognize safe attitudes and behaviors and to reward the achievement of company and/or departmental safety goals.

Definition/Description

What is a Safety Committee? A Safety Committee is a group of concerned individuals who have the overall safety and well-being of the employees and the success of the company in mind. Forming safety committees is an easy and effective way to improve the safety and health of the workplace. From an employer's perspective, safety committees are great because they get employees involved and focused on keeping their workplace safe, on reducing accidents, and on increasing productivity. From an employee's perspective, safety committees provide a safe venue where individuals can express their safety concerns, ask safety-related questions, or offer suggestions for improvement.

Purpose

The purpose of the Safety Committee is to get more employees actively involved in safety, to eliminate accidents, and to help create a corporate culture that embraces safety. A Safety Committee consists of individuals gathered together to:

- complete self-inspections
- review workplace accidents and complete accident investigations
- recommend corrective actions
- express their safety concerns
- review and improve safety policies and programs
- suggest and coordinate safety training

More extensive discussion of these activities is found under Duties, below.

Influence on the Workplace

The Safety Committee should strive to heighten everyone's safety awareness and participation in the safety and health effort. Safety education programs, inspections, and accident analyses are some of the tools that can be used to show managers and employees how to recognize hazards and devise solutions. Supplementing these efforts with formal training sessions, departmental safety meetings, handouts, and videos will increase company-wide knowledge of specific safety subjects. Basic safety concepts should be the bedrock consideration for all personnel; therefore, the Safety Committee should aim for total participation on the part of all personnel. The type of involvement may vary from person to person, depending on individual talents, skills, and position in the company. Strong, give-and-take communication between management and employees leads to cooperation and a united front in the effort to prevent accidents. The Safety Committee is a crucial factor in fostering that communication.

Membership

Who should become members of the Safety Committee? Membership should be drawn from the following:

- Top management (especially in the early stage).
- Middle management and supervisors.
- Safety Director or safety coordinator.
- Line staff from the various departments and shifts. High-hazard departments should always be represented.

All members should have an *equal voice and vote* within the Safety Committee.

Rotation of Members and the Chairperson:

- A core of key personnel (management, Safety Director, union shop foreman, etc.) should serve on the committee for 2 to 3 years. Apart from that core, members should be rotated on a 6-month to 1-year basis. The longer term augments consistency and maintains experienced voices on the committee.
- To attain a good mix of experienced and new members, one or two new members should be rotated on to the committee at a time. (Avoid having a complete turnover of membership simultaneously.)
- Ideally, front-line employees will volunteer to serve on the committee. If such voluntary service is not offered, it may be necessary to randomly select members or to assign safety-conscious employees to the committee.
- The chairperson may serve a set term of office (for one, two, or whatever number of years) or hold the position indefinitely—the decision is up to each individual company. However, rotating the chairperson on a regular basis allows for greater involvement among the membership and deepens its understanding of the responsibilities incumbent to the position. (See also under Effective Leadership, “Guidelines for the Chairperson.”)

Eight Essential Elements for Success

The Safety Committee requires the following elements in order to function successfully.

1. **Mission Statement**—A strong, management-backed statement that contains the guiding principles governing the activities of the committee is of primary importance.
2. **Defined and Clear-Cut Expectations**—The committee needs to know exactly what is expected of it, in terms of both activities and results. Top management and/or the Safety Director must keep the committee updated on changing expectations. The Safety Committee mission statement outlines the expectations, purpose, and goals.
3. **Guidance**—Top management and/or the Safety Director (or Safety Steering Committee, if applicable) should give direction and guidance as needed and help the committee to prioritize its safety efforts within the framework of, and in alignment with, other company goals.
4. **Regularly Scheduled Meetings**—Members must be allowed enough time away from their regular jobs to deal with committee functions and duties. Regular meetings ensure continuity of effort and coherence in goal achievement.
5. **Sufficient Budget**—Allocation of ample funds to cover reasonable costs is vital. Autonomy to make spending decisions up to a set limit (after which approval from top management must be obtained) is helpful in making cost-effective recommendations.
6. **Safety Education**—Specialized training should be given to members to boost their efforts in the areas of: accident investigation, safety audits, ergonomics, communication and leadership development, hazard communication, risk assessment, and possibly, public speaking and motivational training.
7. **Evaluation**—Top management should let committee members know, periodically, how they're doing individually and collectively as a team. A Safety Committee perception survey can be an invaluable tool for measuring effectiveness.
8. **Acknowledgment**—Members should be recognized for the work they are doing, and their contributions should be acknowledged publicly through newsletter articles, company-wide e-mails, or reward ceremonies.

Responsibilities

What does a Safety Committee do? How do the members go about doing the work of the committee? Typical duties *may* include (but are not limited to):

- 1. Understanding Safety Basics:** Members should understand the basic theory of hazard elimination and the 4 E's of safety assessment:
 - *Eliminate* the hazard (e.g., find a less hazardous chemical or do away with that process if possible).
 - *Engineer* out the problem (e.g., machine safeguarding).
 - *Educate* the workforce on safety controls, personal protective equipment, and other safety measures.
 - *Enforce* company safety policies, procedures, and rules and regulations.
- 2. Performing Self-Inspections / Safety Audits:** Identify unsafe work practices, attitudes, and conditions.
 - Perform either comprehensive or specific safety inspections/audits. The audits can be done by two- or three-member subcommittees, and the emphasis should be on fact-finding, *not* fault-finding—the committee does not want to be seen as the safety police.
 - Develop formal inspection forms or checklists to promote consistency in auditing.
 - Review old inspection forms, and update them as new hazards and exposures are identified.
 - Write out action plans based on the findings of the safety audits. They should include a description of the exposure or problem area, the corrective action necessary to control exposure, a target completion date for the action, and who will be held accountable for the completion of each action. Follow up on each step of the action plan, monitoring its progress.
- 3. Initiating feedback on safety-related problems, ideas, and solutions:**
 - Get feedback from all levels of the organization and from all shifts and all locations.
 - Create a suggestion box or some other method for gathering employee input. Always respond to all suggestions
- 4. Analyzing accident investigation reports and determining/confirming root causes:**
 - Get copies of any accident reports generated since the last meeting.
 - Ascertain that the investigation was one of information-gathering, not fault-finding.
 - Determine if the accident was preventable.
 - Review the root cause(s) of the accident.
 - Review corrective actions for accidents and root causes.
 - In the case of major accidents, either physically observe the actual site itself or examine photographs and drawings depicting the scene.
 - Determine the type of training, if any, necessary to control the exposure, and if the current training is adequate for the employees' safety.

Responsibilities Continued

5. **Monitoring accidents, incidents, and near misses and looking for trends:**
 - When gathering data on accidents, incidents, and near misses, indicate categories such as body part, nature of injury, cause of injury, department, month, day of week, time.

6. **Setting annual safety goals and priorities:**
 - The committee and/or management should develop monthly, quarterly, and annual company safety goals and set priorities based on accident and incident trends.
 - The goals should be specific, measurable, attainable, realistic, and set within a reasonable time frame.
 - Get direct support from top management and/or the safety steering committee.
 - Keep track of the goals and report the results to the workforce.
 - Review the goals. If the original goals are exceeded, develop new ones. The following is a list of topics for which goals could be set:
 - Number of lost workdays
 - Number of lost-time cases
 - Number of OSHA recordable injuries
 - Projected incident rate
 - Projected experience modifier
 - Projected loss ratio (Total Incurred Losses/Amount of WC Premium)

7. **Developing and auditing safety training programs, including those in the OSHA standards:**
 - Make a list of federal- and state-required safety standards which require mandatory training (e.g., Hazard Communication, Bloodborne Pathogens, Forklift, etc.).
 - Compile a list of company programs in which employees should receive training.
 - Draw up and prioritize a safety training schedule in terms of how and when.
 - Notify the workforce what training will be available or is required as a condition of employment, by posting training agendas, by making announcements at safety meetings, or by any other means of relaying information.
 - Assure that the necessary documentation is received and filed.

8. **Recommending safety policies, procedures, or safety rule adoption to top management:**
 - Base the recommendations on state and federal regulations, accidents/incidents, and safety hazards and exposures.
 - Initiate, review, and disseminate safety policies and procedures to the workforce.

9. **Maintaining and updating the organization's Workplace Safety Manual:**
 - Review the Safety Manual annually, and update it as revisions in policies and procedures occur.
 - Divide the manual into sections and assign individual members to review them and then report their findings back to the committee for consensus.

Responsibilities Continued

10. **Analyzing new supplies or changes in processes or equipment:**
 - Evaluate new guards or production processes with an eye to safety.
 - Determine if the changes will affect the safety and well-being of the workforce. If so, ask how they may be improved to make them safer or more acceptable.
 - Field comments from the employees affected by the changes.
 - Work closely with engineering and purchasing departments when and where applicable.
 - Discuss subcommittee-recommended changes in company operations with management and/or the Safety Steering Committee so that the viewpoints of both the employees and managers involved may be expressed.

11. **Receiving specialized education over and above the general workforce:** Committee members may receive specialized training in order to better understand the benefits and pitfalls of the company's safety efforts and to understand safety more clearly. Specialized education in the following areas broadens the overall safety picture for the members:
 - Insurance premiums
 - Experience modification rates
 - Communication and leadership skills
 - Accident investigation and root-cause analysis
 - Hazard communication
 - Bloodborne pathogens
 - Ergonomics assessment or ergo team training
 - Safety budgets
 - Company goals
 - Financial losses and their impact on safety

12. **Completing Job Safety Analyses for routine jobs and tasks:** Assess each job or task and ask some of the following questions:
 - *Engineering Controls:* Is machine safeguarding in place? Is the workstation properly designed? Can the hazardous task or job be eliminated? And so forth.
 - *Administrative Controls:* Are safety policies, procedures, or rules and regulations appropriate for the job/task? Is there accountability for doing the job safely?
 - *Personal Protective Equipment:* Is the PPE appropriate for the job? Does it fit the employee? Is it easily accessible? Should the PPE be used every time?
 - *Education:* What is the proper training/education needed by the employee to do the job safely? What training is required -before the employee operates the equipment or starts the job? Is there a buddy system for training?

All this information should be posted or filed (within plain view or easy reach) to fulfill safety educational requirements and on-the-job training.

Responsibilities Continued

13. **Establishing safety teams/subcommittees to address specific hazards or to solve a tough problem:**
 - Occasionally the need will arise for a designated safety team to address specific projects, specialized operations, or technically challenging safety problems.
 - Assign 2-4 members to the team, clearly outline the specific goal or priority it is mandated to accomplish, and set a completion date for meeting that objective
 - Monitor each team's progress, and have members report to the Safety Committee at scheduled intervals.

14. **Tracking safety award/incentive programs:** In its never-ending obligation to heighten safety awareness among the workforce, the Safety Committee has no better tool than safety award/incentive programs. These programs should:
 - Set goals (for either individuals or groups) that stimulate concern about pertinent safety issues, arouse interest in overcoming deficiencies in particular safety areas, and inspire employees into action on the safety front.
 - To keep employees involved, create new incentive programs either annually or whenever the occasion demands a new objective.
 - Track the progress of each safety goal (e.g., reducing accidents) as it nears attainment in the workplace, and reward the group or individual responsible for its being reached.
 - Handle any conflicts over eligibility or any controversies about a particular program—or delegate that duty to a subcommittee.

15. **Communicating Safety Committee activities and promoting safety involvement, awareness, and continuous improvement:**
 - Review and analyze all safety suggestions and concerns coming from the workforce. It is crucial to respond to *all* employee safety suggestions, either by posting responses in an accessible area, by newsletter articles, by written/e-mails correspondence, or by being conveyed at safety meetings. Below is a sampling of methods that promote safety awareness and involvement:
 - Suggestion boxes
 - Safety questionnaires
 - Open-door policy for management and Safety Committee members
 - Verbal suggestions received from co-workers
 - Request for Safety Action Forms
 - Culture-Based Safety Profile assessments (MEMIC-administered)
 - Post the agendas of upcoming Safety Committee meetings so that all employees can see what topics are up for discussion, and those with suggestions or concerns can attend.
 - Display Safety Committee meeting minutes in a prominent area or publish them in the company newsletter (if there is one).
 - Discuss Safety Committee activities at appropriate upper management meetings, departmental safety meetings, and subcommittee meetings.
 - Have a committee spokesperson speak at every company-wide safety meeting.

How to Determine the Appropriate Size

The size of the Safety Committee depends on the size and task-diversification of the workforce and on the complexity of operations performed in the company. For instance, if there are three shifts and several departments, the Safety Committee will have more members; in a small organization, there may only be a few members. Those companies whose end products involve many processes of a hazardous nature will necessarily have a larger Safety Committee: more oversight is needed to cope with the proliferation of safety issues. The size of a Safety Committee can range, accordingly, from roughly 4 to 12 (*at the most*). Remember, the more people involved, the longer the meetings and the more difficult it is to reach consensus.

Small Workforce (10 to 15 employees)

In a small company with few employees, the Safety Committee may comprise 3 people or be made up of the entire workforce. (Small can be all!) Here, safety can be a daily topic of conversation (like the weather), rather than a Safety Committee function. Nonetheless, records of safety concerns/issues should still be kept on file.

Medium-Size Workforce (15 to 200 employees)

A medium-size workforce will, of course, have a larger Safety Committee (5–12 members), composed of top management, key department managers, supervisors, and appropriate volunteer front-line workers.

Large Workforce (200+ employees)

A large or highly complex workforce usually requires an expansion of the Safety Committee to fully control safety hazards. This is where Safety Subcommittees and Safety Teams kick in. The “mother” Safety Committee has 6-12 members, from whose ranks will be drawn the members of designated subcommittees or teams (normally, although nonmember interested employees may sometimes be appointed), usually numbering 2-4, as the occasion (a specific hazard, a new process or procedure, etc.) demands. These subcommittees/teams report back to the primary Safety Committee, as items on the agenda of its regularly scheduled meetings. The number of subcommittees or teams depends on the number of hazards and safety problems in the workplace. (See under Duties, No. 13 and also pages 18-19 for additional information about safety subcommittees and safety teams.)

Effective Leadership

Guidelines for the Chairperson

1. During the developmental stage, it may be a good idea for the Safety Director or someone drawn from top management to serve as chairperson. Once the committee is well established, the chairperson can be selected from among the rank and file and rotated on a regular basis. (*See also* under Membership, “Rotation of Members and the Chairperson.”)
2. The chairperson presides over the meetings, following an agenda set in advance.
3. The chairperson’s vote is equal to every other member’s. She or he will not have veto power, unless the committee agrees to that in advance.
4. The meeting should be conducted in a businesslike manner. The format should be formal, discussion of topics should be regulated by rules, and the order of business should be dispatched with a minimum of wasted time. (A copy of *Robert’s Rules of Order* is indispensable.)
5. Typically, the chairperson serves a one-year term and is either elected by the Safety Committee members or selected by the outgoing chairperson. The primary objective is to rotate the position, allowing for greater commitment, involvement, and participation on the part of all committee members. The chair may be filled by a line employee, a manager, the Safety Director, or any eligible person.
6. The responsibilities of the chairperson shall be to:
 - Conduct the meeting in a businesslike manner, guided by the agenda.
 - Keep the meeting moving on schedule (*starting and ending on time*).
 - Arrange for the selection of a secretary to record the minutes of the meeting.
 - Plan to have the minutes of the meeting distributed to the members well before (at least one week) the next meeting and posted (after they’ve been approved).
 - Fix the schedule of regular meeting dates and times for the year (meetings are usually held monthly and never less than quarterly.)
 - Coordinate the administration of safety education to members so that they may participate more effectively.

This list does not exhaust the full range of the chairperson’s responsibilities. Other duties may be added as each particular Safety Committee requires or deems appropriate.

How to Conduct an Effective Meeting

The Agenda/Order of Business is the backbone of a well-run meeting, guiding and focusing its procedures. Moreover, a well-run meeting helps make serving on the Safety Committee interesting, productive, and rewarding, just because a sequenced proceeding is more satisfying than a helter-skelter one. Basically, there are ten steps to holding an effective meeting; the typical Order of Business (see the sample Agenda/Order of Business in the Appendix) unfolds as follows:

1. **Record of attendance:** Members sign in (or secretary makes note of those attending).
2. **Approval of the minutes of the last meeting** (which should then be posted within a week of the meeting).
3. **Old Business:** Consideration of unfinished business from the last meeting.
4. **Accident/Incident Review:** Analysis of recent accidents (including near misses), paying particular attention to root causes.
5. **Subcommittee Progress Reports:** Presentation of reports from standing sub-committees (e.g., machine safeguarding team, industrial hygiene team, ergonomics team, HazCom team, etc.) or from ad hoc committees on special assignments.
6. **Discussion of New Business:**
 - Take up each slated item of business in turn, recommending a course of action for each item.
 - Introduce at this point any pertinent program or feature that *may* have been planned for this particular meeting, such as a safety video, a safety talk (given by, for example, a representative of a relevant area or department within the company, the loss control consultant for the company's workers' comp carrier, etc.), a safety-related demonstration by a specialist, a preview by a top manager of an upcoming change in the company, and so forth.
7. **Other Business:** Review of safety goals. Restatement of the issues resolved at this meeting and those tabled for further discussion. Determination of which subcommittees or teams are to report at the next meeting, setting parameters for what information is needed.
8. **Meeting Review:** Recapitulation of highlights of the meeting (from the secretary/ minutes-taker) and a summary of the goals and objectives identified as topics for discussion at the next scheduled meeting.
9. **Closing Comments:** Solicitation of any further comments from each individual member, in turn, by the chairperson, who then offers his or her own closing remarks and thanks everyone for attending.
10. **Adjourn:** Time of adjournment is noted by the secretary.

Safety Steering Committees/ Subcommittees/Teams

Safety Steering Committee

A Safety Committee alone and of itself may not be adequate for a very large or complex company with many high-hazard operations and multiple shifts. Forming a Safety Steering Committee may be the best way to handle the proliferation of problems inherent in a multifaceted organization.

Function

The function of a Safety Steering Committee is to monitor and support the activities of the Safety Committee and its subcommittees. A primary role is to approve capital expenditures and to keep the Safety Committee within its budget.

Membership

Members are usually drawn from upper management, including the CFO or the controller. Depending on the “culture” of a company, the membership may also include lower-level managers and supervisors.

Duties

Among the duties of the Safety Steering Committee are the following:

- To administer the Safety Committee’s budget, approving all high-capital expenditures
- To communicate company goals, priorities, financial constraints, and any other information that could affect the operation of the Safety Committee
- To oversee special projects of the Safety Committee

Safety Subcommittees and Safety Teams

For large companies with several locations, a complex of operations, or the potential for extensive hazards, the formation of Safety Subcommittees or Safety Teams under the banner of the Safety Committee may be the answer to controlling all the safety hazards or concerns in the company.

Purpose

The purpose of a Safety Subcommittee or Safety Team is to fulfill a specific mandate issued by the Safety Committee in response to a specific safety problem, concern, or hazard. That directive may be either short-term or long-term, depending on the nature of the goal that the Safety Committee wants to achieve. In some larger companies, the Safety Subcommittees/Teams may be a quasi-permanent part of the Safety Committee, focusing ongoing attention on chronic problem areas (and, incidentally, extending participation and involvement in the safety effort to a greater number of employees).

Membership

Members of a subcommittee or team may be drawn from within the ranks of the Safety Committee or may be nonmember interested employees from the workforce at large. The meetings of a subcommittee/team are modeled on regular Safety Committee meetings. Depending on its scope and duration, the subcommittee/team may meet biweekly, monthly, quarterly, or on whatever basis suits its purpose.

Safety Steering Committees/ Subcommittees/Teams Continued

Duties

Among the duties of a subcommittee or team are the following:

- To analyze identified safety hazards, dangerous processes, unsafe conditions, poor safety behaviors, or noncompliance with safety requirements and, as part of the process, to educate the employees in proper techniques or behaviors
- To make recommendations for how to eliminate the hazard or condition, and to follow up on the recommendations
- To confirm that recommended actions have been completed, thereby furthering the accomplishment of the company's overall safety and health objectives
- To report its findings, task resolutions, or recommendations to the Safety Committee (or to the Safety Steering Committee, if applicable)

Types

The number and variety of safety subcommittees/teams will vary according to the specific needs of the company. Examples of Safety Subcommittees/Teams could include (but are not limited to) the following:

- Ergonomics Team
- Accident/Incident/Near Miss Investigation Subcommittee
- Machine Safeguarding Team
- Industrial Hygiene Team
- Safety Inspection Subcommittee
- Hazardous Materials and Waste Management Subcommittee
- Safety Policies, Procedures, and Rules Subcommittee
- Safety Training Team

There are times when such events as purchase of new equipment, building additions, expansion of operations, or some other special company project will perhaps require the formation of a short-term subcommittee to deal with the safety aspects of its implementation.

Appendix-

Sample Agenda/Order of Business

Date: _____ Time: _____ Place/Location of Meeting: _____

Record of Attendance: Members sign in or secretary takes

Approval of the Minutes of the Last Meeting

Corrections made (if any): _____

Old Business (Unfinished)

Item by Item

Discussion: _____

Conclusion: _____

Recommended Action: _____

Completed Items

Follow-up: _____

Accident/Incident Review and Analysis

Discussion: _____

Conclusion: _____

Recommended Action: _____

Subcommittee/Team Progress Report(s)

Discussion: _____

Conclusion: _____

Recommended Action: _____

Appendix-

Sample Agenda/Order of Business

New Business

Item by Item

Discussion: _____

Conclusion: _____

Recommended Action: _____

Safety Program or Feature - Educational/Informational (Optional)

Question and Answer Period

Scheduling Subcommittee/Team Progress Reports

Discussion: _____

Conclusion: _____

Recommended Action: _____

Other

Discussion: _____

Conclusion: _____

Recommended Action: _____

Meeting Review

Recap of Highlights: _____

Summary of Discussion Topics/Goals and Objectives for next meeting: _____

Closing Comments

Adjourn: Secretary makes not of time of adjournment

Appendix- Resources

Listed below are some of the resources available to policyholders, as well as the websites of the U.S. Occupational Safety and Health Administration and the Maine Department of Labor.

- MEMIC's Safety Director interactive web-based program at www.memic.com
- MEMIC Safety Management Specialists
- MEMIC's Seven Steps to a Safer Workplace (Maine, New Hampshire, and Vermont versions)
- MEMIC's Accident and Incident Investigation Manual
- MEMIC Video Lending Library
- www.osha.gov
- www.state.me.us/labor

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