

ed throughout the industry will comparative, measurement points and discussed. EH&S projects x Sigma methods will be etter understand the applicability na methods.

#### NG SAFETY CULTURE NDERLYING FACTORS.

havioral Science Technology  
ing more satisfying than mak-change in an organization—and difficult. In order for an organi- tion effectively, it must know the organizational factors that safety. This presentation factors of organizational effec- nderlie safety performance: **nal Factors** such as procedural ed support, leader-member management credibility; rs such as teamwork and work- ; and **ecific Factors** such as upward and approaching others. tion explains how each factor t at the root of the problem and r it is a stand-alone problem or bigger problem. When ana- these factors can help you gain f your organization's current l and what to do to raise the ing in those areas that need

#### ATTITUDES WITH SMALL BUSINESS ENTIONS TO IMPROVE HEALTH AND SAFETY. L.

rsity of Minnesota,  
N.  
rovements in small business for interventions targeted to the single most important eir company's health and little is known about what owners and prevents others. wners of small manufacturing 50 employees) in Minnesota mplete and return a mailed tentions for improving work- safety and underlying person- constructs were selected -value theories, which postu- tions are predictive of actual three variables (attitude, per- l control, and subjective inants of intentions. Each of les is, in turn, influenced by id the importance attached to  
onse rate was 51% with a ys available for analysis. ously associated with own- mprove workplace health

and safety in the next six months. Perceived behavioral control is not related to intentions and subjective norm (influence of key individuals) is only weakly associated. Owners with high intentions are more likely to believe that improving health and safety will make their employees happier, make their employees healthier, show their employees they care, lower their workers' compensation costs, and increase the quality of their products. Owners with high versus low intentions do not differ in their beliefs that working on health and safety will increase costs, cause employees to complain, cut into profits, take too much time, or lower their business' productivity.

#### 54. DESCRIBING OCCUPATIONAL SAFETY AND HEALTH PROGRAMS IN SMALL BUSINESSES. D. Dyjack, Loma Linda University, Loma Linda, CA; C. Redinger, Redinger and Associates, San Rafael, CA; J. Palassis, NIOSH, Cincinnati, OH.

Private-owned enterprises with fewer than 100 employees provide the employment base for more than half of the nation's non-governmental workforce. Workers in small companies are statistically at greater risk of incurring work-related injury than their counterparts in larger organizations. The U.S. Office of Management and Budget has reported that occupational safety and health (OS&H) management programs are an effective tool at reducing human and financial costs associated with work-related injury and illnesses. The purpose of this investigation was to characterize OS&H management programs in small businesses. To gain greater insight into this issue, focus groups and interviews were conducted in representative geographical locations in the United States with primary (owners and managers) and secondary (key informants) sources from October 2001 to September 2002. Employers with less than 20 employees were generally unaware that formal written OS&H programs were required, even in states possessing a statute requiring such a program. Professional associations and vendors were viewed as important sources of OS&H information. Time, followed by a lack of perceived need, was reported to be the major barriers to implementing OS&H programs. A majority of business owners communicated vociferous disdain towards Occupational Safety and Health Administration (OSHA) enforcement personnel, and dissatisfaction with perceived governmental interference in their businesses, and generally would not use OSHA consultation services, even if they required assistance. The cost of workman's compensation insurance appeared to be the central concern of study participants, and therefore holds promise as a potential carrot for influencing small enterprise. The investigators recommend that efforts to raise awareness and promote OS&H management programs be anchored in professional associations. Such efforts could be tailored to meet the needs of specific businesses, employ

successful case studies, which have significance to the target audience, and be conveyed in a manner which addresses barriers and incentives.

#### 55. ALIGNING LEADERSHIP THROUGH EXECUTIVE COACHING. R. Stricoff, D. Groover, Behavioral Science Technology Inc., Ojai, CA.

**Situation.** Demonstrated senior leadership support is often a requirement for effective health and safety programs. In a few cases a senior leader can simply give a speech at the launch of a program and that is sufficient demonstration of support to sustain the program. However, in most cases the organization is watching the conduct or actions of senior leadership. The senior leaders in this case-study organization knew this about safety programs. Before the launch of a new program they asked what they could do to demonstrate their support. **Problem(s).** This request for direction from senior leaders can catch safety professionals off guard, and then we squander this opportunity by simply exhorting leadership to provide support without helping them understand how to demonstrate that support effectively. Because individuals in senior leadership are invariably busy, with little discretionary time, it is important to identify means of leveraging their activities to provide health and safety support. **Resolution.** The organization in the case study used "executive coaching" to help senior leaders learn to apply behavior-based techniques to health and safety leadership. They were helped to identify the "behavior chains" that connect them to the work face, and to create an environment that promoted the health and safety management and supervisor performance that strengthened the organization. **Benefit to Others.** This approach can be widely beneficial across industries and regions. Forward-looking practitioners can build executive coaching into the implementation of programs, helping to assure the alignment of senior leaders with program needs.

This talk introduces attendees to the basic categories and tools of executive coaching.

#### Podium 108. Ergonomics 1 —Evaluation and Best Practices

Papers 56-61

#### 56. ERGONOMIC CASE STUDIES IN THE PLASTICS INDUSTRY. M. Lampl, Ohio Bureau of Workers' Compensation, Mansfield, OH; C. Hamrick, Ohio Bureau of Workers' Compensation, Columbus, OH.

Through the Safety Grants program, the Ohio Bureau of Workers' Compensation (BWC) has collected data on the effectiveness

of installing ergonomics facilities studies demonstrating ergonomic "I tasks and by processes, th lative trauma reduced.

The Ohio injuries from received Safe interventions practices" de tics facilities (before ergor (after ergono average follo what we have

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#### 57. IMPLEMENT PROGRAM RELATED INJURIES. Richmond, C Interactive, S

ChevronTe menting a ref tion program RSIs grew to and illnesses The program resources mo preventive fo higher risk. E training and r includes instr Final risk cat is based on t load, behavio fort, and othe tors. The onli and supervisc their resolutio

- Follow-up the employee
- Workstatio specialist
- Special lap
- Ergonomic
- Preventive self-care e:
- Use of bre:

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- October 29, 2003 .....PCC Meeting I.
- November 24, 2003 .....Session Arrangers Finalize Podiums
- December 3, 2003 .....PCC Meeting II.
- Mid December 2003 .....Accept/reject e-mail notice to each submitter.
- January 2004 .....AIHce Advance Program mailed.

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