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GOVERNOR

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June 2, 2015

Memorandum

To: The Honorable Representative Tim Moore, Co-Chairman
Joint Legislative Commission on Governmental Operations
The Honorable Senator Phil Berger, Co-Chairman
Joint Legislative Commission on Governmental Operations

From: The North Carolina State Human Resources Commission

Re: FY 2014 North Carolina State Employees Workplace Requirements Program for
Safety and Health Report

Pursuant to G.S. 143-583, the State Human Resources Commission is required to report annually to the Joint Legislative Commission on Governmental Operations on the safety and health activities of State agencies, compliance with the Article 63 of Chapter 143, and the fines levied against State agencies pursuant to Article 16 of Chapter 95 of the General Statutes.

Attached is the State Employees Workplace Requirements Program for Safety and Health Report for FY 2014. This report was prepared by the Division of Safety, Health & Workers' Compensation within the Office of State Human Resources (OSHR).

If you have any questions, please contact me, Margaret Duke, OSHR Legislative Liaison, at (919) 807-4869 or at margaret.b.duke@nc.gov.



FY 2014

North Carolina State Employees Workplace
Requirements Program for Safety & Health

The Office of State Human Resources

Division of Safety, Health & Workers' Compensation

AN EQUAL OPPORTUNITY EMPLOYER
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EXECUTIVE SUMMARY

Fiscal Year 2014

Introduction

This report summarizes the safety and health program activities of State agencies and universities according to Article 63 of Chapter 143 of the General Statutes, ratified in July of 1992 as well as Department of Labor activities in state government.

This report provides the following:

- Safety and Health Program Needs Assessment Summary for Departments and Universities
- State Employee Fatalities
- North Carolina Occupational Safety & Health Inspections and Fines for State Facilities
- FY 2014 Workers' Compensation Statistics

Executive Summary

This report summarizes the safety and health program activities of State agencies and universities in compliance with Article 63 of Chapter 143 of the General Statutes, ratified in July of 1992. Pursuant to this statute, the Office of State Human Resources (OSHR) Workplace Requirements Program for Safety and Health staff, in cooperation with the State Steering Committee for Safety and Health, developed an assessment tool to evaluate the safety and health programs of each State agency and university (Attachment A). An assessment of thirty safety and health criteria are summarized in the nine written program elements established to evaluate agency and university programs. This report provides the following:

- Safety and Health Program Assessment Summary for Agencies and Universities
- State Employee Fatalities
- North Carolina Occupational Safety & Health Inspections and Fines for State Facilities
- FY 2014 Workers' Compensation

This past year, senior management and safety leaders from various agencies and universities were tasked with to reducing injuries in the workplace and the cost of worker's compensation at the first North Carolina's Governor's Hazard Awareness Leadership Conference.

Finally, the survey process was updated to allow for easier reporting and gathering of agency and university needs. Ninety-five percent of agencies and ninety percent of universities reported on the status of their programs.

Summary Results

The following are the summary results from the Safety and Health Workplace Requirements Survey for each agency and university. These results include information from 21 agencies and 17 universities that are not exempt. For each safety program component and/or metric the possible choices for responses for the status of that component were:

- Completed
- Under Revision
- Needs Assistance

The worksheet in Appendix A was sent to 19 universities (including the Department of Public Instruction) and 22 agencies. Gateway Research University is a new facility that has been added to the workplace requirements program.

Agency Safety and Health Management System Review*			
Elements	Completed	Under Revision	Needs Assistance
1. Hazard Assessments	9	9	3
2. Authority and Accountability	12	6	3
3. Safety Communications	13	6	2
4. Training	10	8	3
5. Incident Reporting and Investigations	14	5	2
6. Enforcement and Implementation	13	5	3
7. Complaint Process	13	5	3
8. Safety Committees	11	8	2
9. Wellness Program	16	2	3

**21 out of 22 responses*

The following agencies indicated they needed assistance developing or implementing one or more of the above elements:

- Department of Revenue
- Secretary of State
- Community Colleges
- Wildlife Resources Commission
- Office of Administrative Hearings
- Department of Agriculture and Consumer Services

University Safety and Health Management System Review*

Elements	Completed	Under Revision	Needs Assistance
1. Hazard Assessments	6	9	2
2. Authority and Accountability	8	9	0
3. Safety Communications	10	7	0
4. Training	9	8	0
5. Incident Reporting and Investigations	12	4	1
6. Enforcement and Implementation	12	5	0
7. Complaint Process	11	5	1
8. Safety Committees	9	8	0
9. Wellness Program	9	5	3

**17 out of 19 responses*

The following universities indicated they needed assistance developing or implementing one or more of the above elements:

- Fayetteville State University
- NC Research Campus
- UNC Pembroke
- UNC School of the Arts

Recommendations

1. Management commitment is required to promote and support a proactive and unrelenting effort by each agency and university to make safety a priority, thereby reducing occupational injuries and illnesses, and associated workers' compensation costs. Management must actively support the implementation of safety and health programs, maintain safety and health committees, provide safety resources, and train both new employees and personnel responsible for implementing an effective employee safety and health program.
 - a. On June 4, 2013, Governor Pat McCrory signed Executive Order No. 13 that established the Health and Safety Leadership Team to measure the safety performance of State agencies and prepare an annual report for the Governor. The Leadership Team is charged with providing adequate financial, human and organizational resources to implement the Health and Safety program.

See Appendix B for a copy of the Leadership Team's annual report for FY 2014

2. OSHR must continue to have influence on the organizational design of Safety and Workers' Compensation personnel to ensure that these positions are fully supported.
 - a. Three additional positions were established to oversee, monitor and create efficiency in reducing injuries and workers' compensation costs. OSHR must help ensure better organizational communication with the safety and workers' compensation positions reporting to the HR Director.
3. OSHR must coordinate the sharing of programs, procedures and training to help each agency and university comply with the Workplace, Safety and Health Requirements as well as OSHA regulations. OSHR will develop training curriculums for management, supervisors, Workers' Compensation Administrators (WCAs), Safety Coordinators and employees.
4. Reduce State employee injuries:
 - a. Governor and Leadership Team aim to achieve a 10% reduction in reported injuries over the next three fiscal years (FY 14-16).
 - b. Establish a behavior-based hazard recognition training for management and employees.
 - c. Ensure all agencies and universities fully implement established elements of Article 63 Chapter 143 and track to make sure procedures are being followed.
5. Implement process to reduce workers' compensation cost:
 - a. Establish a priority category system to analyze and manage open workers' compensation cases.
 - b. Provide training for WCAs, managers, and supervisors.

Fatalities – FY 2014

There were no reported State employee occupational fatalities in FY 2014.

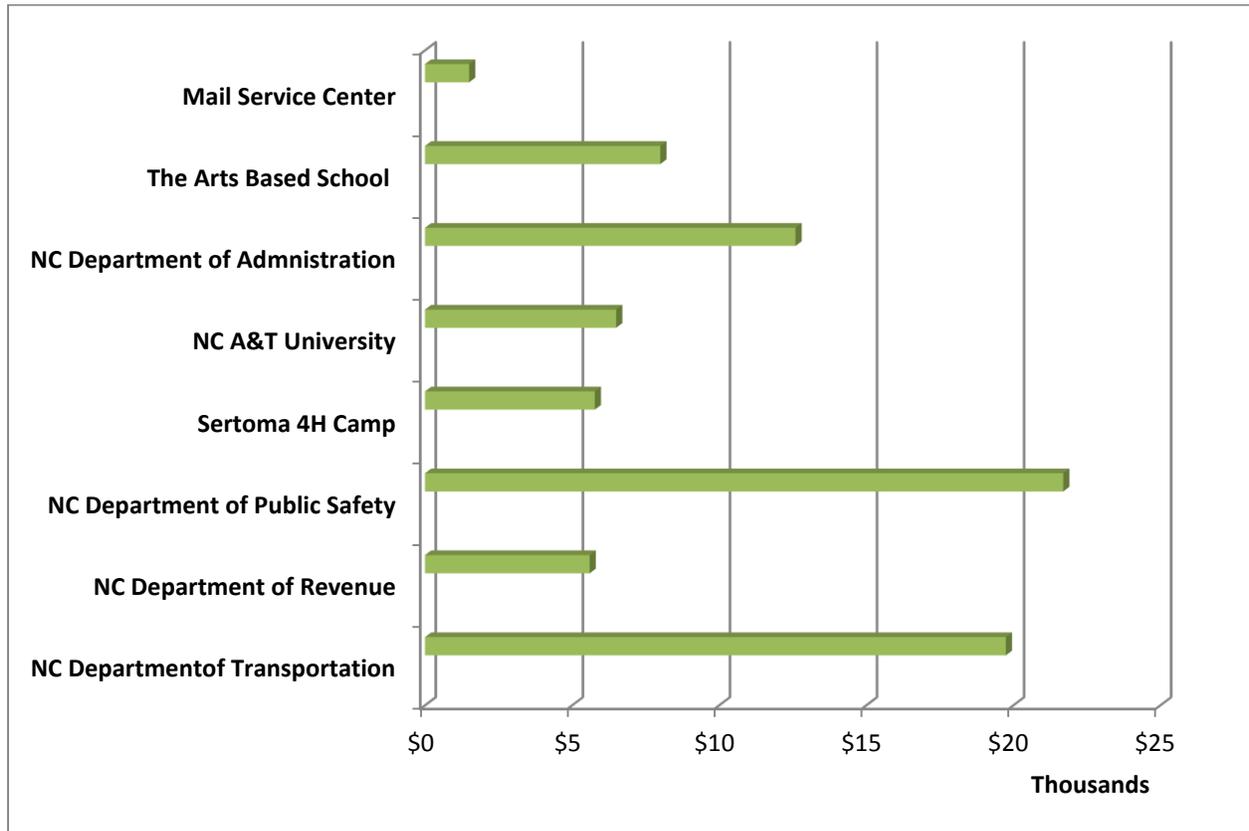
Inspections and Fines

The North Carolina Department of Labor, Division of Occupational Safety and Health conducted inspections or responded to complaints in State government facilities:

July 1, 2013 through May 31, 2014

Total # of Inspections Conducted	51
Total # of Inspections with Citations	23
Total # of Inspections without Citations	28
Total Initial Penalty assessed	\$81,425.00
Total Current Penalty assessed through reduced fines following informal hearings	\$41,365.00

Summary of North Carolina Department of Labor, Occupational Safety & Health Fines for State Departments and Universities



Fiscal Year 2014 Workers' Compensation Statistics

Statistical data is provided by the third party administrator, CorVel Corporation, and includes agencies and universities, as well as community colleges. This data does not include the Department of Public Instruction (DPI), as that information is combined with DPI public school statistical reports. The data does not include UNC Health Care.

2014 HIGHLIGHTS

- 3850 new medical-only claims: 1.6% reduction from previous year
- 1221 new indemnity claims: 2.4% reduction from previous year
- 4678 total open indemnity claims as of 6/30/2014
- 369,114 total lost and restricted workdays: 12% increase from previous year
- \$85,689,280 total cost for all new and open claims as of June 30, 2014: 3% increase from previous year

Attachment A

Safety and Health Management System Review:

Please indicate by selecting one of the following **Completed** **Under Revision** **Need Assistance** to acknowledge if the following nine core elements have been written and implemented in your agency. The key components of each element are described under each element to facilitate understanding of the element. A place for comments is included under each element.

Written State Employee Workplace Requirements Program for Safety & Health

Element #1. Hazard assessment methods used to identify, analyze & control or eliminate new or existing hazardous conditions or operations.

- (a) Written Programs
- (b) Procedures for medical surveillance
- (c) Written system for hazard assessment
- (d) Procedures explaining the purpose, use, and maintenance of PPE
- (e) Audit/Inspection program. Identification of inspection frequency
- (f) Policy for the purchase review of equipment, chemicals, safety equipment, etc.
- (g) Procedures and criteria for conducting industrial hygiene surveys
- (h) Policy for prioritizing funding corrections needed for unsafe workplace conditions.
- (i) Policy requiring compliance with all applicable laws, regulations & accepted practices

Completed **Under Revision** **Need Assistance**

Comments:

Element #2. Authority & accountability for implementing safety & health program and how continued participation of management & employees will be established, measured and maintained.

- (a) Policy defines and outlines role and responsibility of management, supervisors, & employees within the safety & health program
- (b) Annual written goals & objectives for the agency safety & health program
- (c) Written emergency preparedness plan/Business Continuity/COOP Plan
- (d) Procedure outlining the responsibility & authority to stop work for any unsafe condition
- (e) Procedure to evaluate effectiveness or needs of training programs

Completed **Under Revision** **Need Assistance**

Comments:

Element #3. Plan communicated to all affected employees so that they are informed of work related hazards & controls necessary to prevent injury or illness.

- (a) Written employee safety & health orientation program that identifies hazards inherent to the job & explains hazard assessment, inspection requirements, reporting procedures, and the availability of PPE.
- (b) Safety & health awareness program (newsletters, hand-books, posters, etc...

Completed Under Revision Need Assistance

Comments: _____

Element #4. Communication of safety & health training for managers, supervisors, and employees in avoidance of job related injuries and health impairments.

- (a) Written procedures outlining required training, training frequency and documentation requirements
- (b) Training program provided for the purpose, use and maintenance of PPE
- (c) Plan to ensure training is conducted at time of initial assignment or reassignment
- (d) Procedure used to inform contractors and others of hazards, chemicals & emergency plans in the work area

Completed Under Revision Need Assistance

Comments:

Element #5. Incident reporting investigation and corrective action.

- (a) Procedure for accident/incident reporting
- (b) Procedure for prompt investigation of accident/incident or near hits
- (c) Procedure to ensure timely correction & interim controls of identified hazards
- (d) Written procedure for accident reporting & receiving medical treatment for on-the-job injuries and illnesses. Procedure includes how, where, and who will provide medical treatment

Completed Under Revision Need Assistance

Comments: _____

Element #6. Communication and enforcement of safe work practices.

- (a) Program for safety & health policies and procedures consisting of such communication tools as manuals and handbooks
- (b) Procedures for disciplinary action when employee fails to follow established safety & health rules.

Comments:

Element #7. Written policy for complaint reporting concerning safety & health problems without fear of retaliation or reprisal.

Completed Under Revision Need Assistance

Comments:

Element #8. Safety & Health committee(s).

- (a) Top Level Agency Safety Committee
- (b) Multi-layered Safety and Health Committee Organizational Structure if more than 300 employees
- (c) Number of employee representatives meets requirements
- (d) Field operations represented
- (e) Meet at least once every three months
- (f) Meeting minutes maintained and circulated or posted
- (g) Written recommendations forwarded to agency head

Completed Under Revision Need Assistance

Element #9. Wellness Program

- (a) Wellness Leader
- (b) Wellness Committee

Completed Under Revision Need Assistance

Comments:

All State Agencies are committed to provide all of our employees with a safe and healthy work environment. North Carolina General Statue Article 63 Chapter 143 states that each agency shall establish a written program for State employees' workplace safety and health. Under this General Statue, Chapter 143-583 states that the Office of State Human Resources (OSHR) shall guide State Agencies in the development of their individual programs including safety and health committees.

I hereby certify that I have reviewed the requirements and elements which represent our effort to be in compliance with General Statue Article 63 Chapter 143 and to the best of my knowledge this is a true, accurate, and complete report.

Name:

Agency:

Attachment B

2014
GOVERNOR'S
HEALTH & SAFETY
LEADERSHIP TEAM
ANNUAL REPORT



NORTH CAROLINA HEALTH & SAFETY LEADERSHIP TEAM

The Health and Safety Leadership Team was established on June 4, 2013 with the signing of Executive Order No. 13 by Governor Pat McCrory.

The Health and Safety Leadership Team, hereinafter referred to as “Leadership Team”, consists of eleven members which are appointed by the Governor and serve at his pleasure. Governor McCrory appointed several members of his cabinet to the Leadership Team.

The primary goal of the Leadership Team is to work towards the reduction of both the human and financial toll of preventable work related incidents through the creation of a “culture of safety.” To achieve this goal, the Leadership Team must develop a system to measure the safety performance of state government agencies and universities and report its findings in an annual report to the Governor.

2014 HEALTH & SAFETY LEADERSHIP TEAM

Chairman, Tony Tata

Secretary, Department of Transportation

Vice Chairman, Frank L. Perry

Secretary, Department of Public Safety

Secretary, Neal Alexander

Director, Office of State Human
Resources

Wanda Lagoe

Bureau Chief of Education, Training and
Technical Assistance, Department of Labor

Dr. Susan Peebles

Medical Director, Division of State Healthcare
Facilities, Department of Health and Human
Services

Chris Cangemi

Safety Consultant II, Department of
Environment and Natural Resources

Keith Batchelor

Safety Leader, Department of Commerce

Ricky Edwards

Safety Officer, Department of Administration

Stan Harts

Environment Health and Safety Director,
University of North Carolina - Wilmington

John Bogner

Ex-officio member
Director, Division of Safety, Health & Workers'
Compensation, Office of State Human
Resources

Doug Gaylord

Ex-officio member
Safety and Health Manager, Office of State
Human Resources



**12,000 Injuries
Each Year**



**\$140 Million
Costs in Workers'
Compensation**



**42% Open
Claims Carry
Over Each Year**

When Governor Pat McCrory took office in January 2013, the State of North Carolina had on average 12,000¹ state employee work-related injuries each year. This injury number is large and comes at a great expense costing state taxpayers over \$140,000,000² in fiscal year 2013-2014.

The Leadership Team has discovered that the state has been unable to effectively and efficiently manage workers' compensation claims. Historically, this has not been a top management priority and has resulted in an average of 42% open claims that carry over each fiscal year within state agencies and universities.

The Office of State Human Resources (OSHR), which facilitates the workers' compensation program for state agencies and universities has learned there are 50 state employees still working who have filed 541 claims costing the state approximately \$7,000,000.

The overwhelming cost of workers' compensation mismanagement along with the increasing number of employee incidents has created the need for the Leadership Team to evaluate, oversee and monitor what is causing these employee injuries.

JUST THE FACTS

1,265 claims* that have been open for the past five years have cost the state of North Carolina over \$769 million dollars*.

*This statistic represents all state agencies and universities. DPI data is not included.

¹ Statistic represents all state agencies and universities which includes the Department of Public Instruction (county school system data included).

² *ibid.*



Lack of proper incident investigations.

The Leadership Team assigned agencies with sending all employee incident and supervisor investigation reports to OSHR to review and determine if the injuries reported were thoroughly investigated. It was discovered that the Employee Incident and Supervisor Investigation Reports were incomplete. Many agencies had not properly trained supervisors on incident investigation techniques and determining root cause analysis.



Inability to maintain an effective workers' compensation cost containment system.

Management's inability to effectively administer workers' compensation cases has been a contributing factor in the state's inability to maintain an efficient cost containment workers' compensation system.



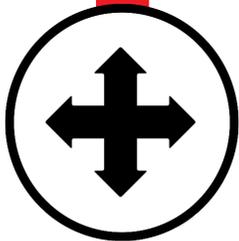
Reporting of claims in an untimely manner.

When a supervisor delays providing documentation of an incident to a Workers' Compensation Administrator (WCA), the injury data may not be entered into the claims management system in a timely manner. This delay increases lag time, which may result in greater claim cost because an injured employee failed to receive prompt medical treatment.



Employees lack the knowledge to identify hazards.

Unsafe conditions and unsafe acts still remain at work sites due to employees not being trained to identify and eliminate these unsafe conditions or their unsafe acts. The culture in most state agencies is management assumes that employees recognize hazards; however, the reality is the majority of state employees are never taught how to recognize a hazard.



The statute relating to salary continuation was too broad.

The statute governing workers' compensation disability benefits for eligible employees with law enforcement duties was too broad. This resulted in these state employees being paid 100% of their salary for lost time for non-hazardous work related injuries.



Management not making safety and workers' compensation a priority.

Executive agencies have experienced instability due to administrative changes, budget cuts, and expectations to do more with fewer employees. All of these factors have affected agencies' ability to properly manage an effective workers' compensation cost containment program, resulting in an increase in injuries and rising workers' compensation costs.



Agencies have not implemented a strong "Return to Work" policy.

Agencies and universities are not properly utilizing the OSHR "Return to Work" policy, therefore foregoing opportunities to get employees back to work. This is evidenced by rising indemnity costs that have increased over \$10,000,000 since fiscal year 2012.



Open workers' compensation cases are not being closed.

There were 4,712 state employee workers' compensation cases¹ open ending FY 2013. Of these open cases, 1,122 cases are more than five years old and cost the state over \$682,000,000 in FY 2013. Due to the absence of a certified budget line item for workers compensation, cases are not being timely closed. State agencies have historically utilized lapsed salary funding to settle workers' compensation cases; however, this funding is inadequate to empower agencies to timely close cases. Lack of oversight, monitoring, training, education and claims management, along with insufficient funding, has resulted in cases remaining open subjecting the state to potential additional costs.



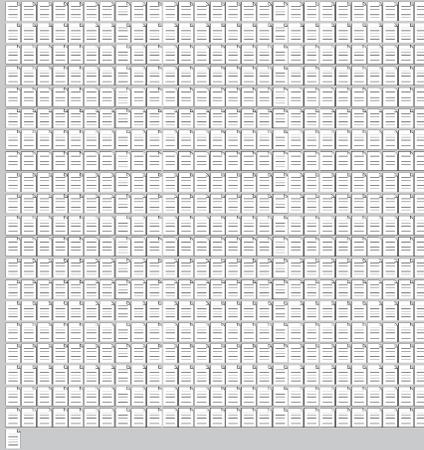
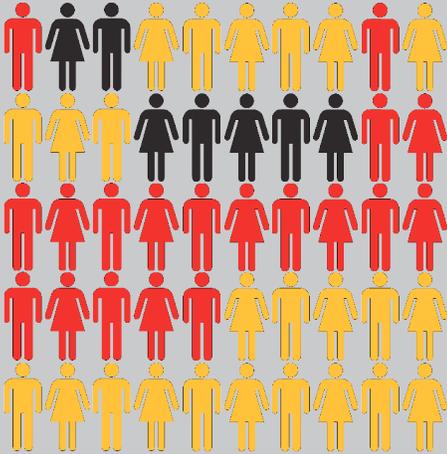
The majority of Workers' Compensation Administrators have multiple responsibilities, lack of authority and insufficient training related to case management.

These multiple responsibilities have resulted in the Workers' Compensation Administrators not being able to adequately manage their agencies' workers' compensation cases.

¹ Statistics represents all state agencies and universities. DPI data is not included.

SNAPSHOT

50 State Employees



541 Workers' Compensation Claims

Total Cost of Claims
\$6,897,934

Number of Employees	Number of Claims	Total Cost Incurred
1	20	\$ 25,497
2	15	\$ 112,099
5	14	\$ 286,530
1	13	\$ 24,652
4	12	\$ 294,962
5	11	\$ 277,457
17	10	\$2,388,566
15	9	\$3,488,171

* Statistics represents all state agencies and universities. DPI data is not included.

State Government Workers' Compensation Claims



FY 2012F

Y 2013

FY 2014

A CULTURE OF SAFETY

The Leadership Team came to the conclusion that the only way to reduce injuries and the rising cost of workers' compensation is through a systematic approach using proven change management methods to instill a safety culture. In order to achieve this, the Leadership Team began implementing this culture through the aggressive promotion of safety and hazard awareness led by all agency executives.

The Leadership Team leveraged its resources by calling upon the Statewide Safety and Health Steering Committee, a committee comprised of twelve members representing state agencies and universities, to assist in the implementation of a culture of safety. The Statewide Safety and Health Steering Committee, hereinafter referred to as the "Steering Committee," established sub-committees to support the goals of the Leadership Team.

Management must acknowledge that unsafe work practices may result in serious business consequences leading to substantial workers' compensation related costs. The Leadership Team has identified eight action plans for FY 2014 to establish a business environment emphasizing the safety and well-being of state employees.

ACTION PLANS

- State agencies and universities reduce injury claims by 10% by FY 2016.
- Provide hazard recognition training for management, supervisors and employees.
- Promote incident and accident investigation and reporting program to assist supervisors with identifying the root cause of an incident and effective solutions.
- Form an incentive subcommittee to explore rewarding employees.
- Continue hazard identification and prevention trainings.
- Organize and hold a statewide Governor's Hazard Awareness Leadership Conference.
- Identify safety topics to address ARC Flash and Lockout-Tagout.
- Develop behavior based safety training.

An aggressive three-prong approach has been developed by the Leadership Team to accomplish the FY 2014 action plans. This approach includes:

- Improve employee hazard recognition to reduce injuries;
- Develop a better case management strategy to reduce open workers' compensation claims; and
- Work with and encourage workers' compensation legislative reform.

ACCOMPLISHMENTS

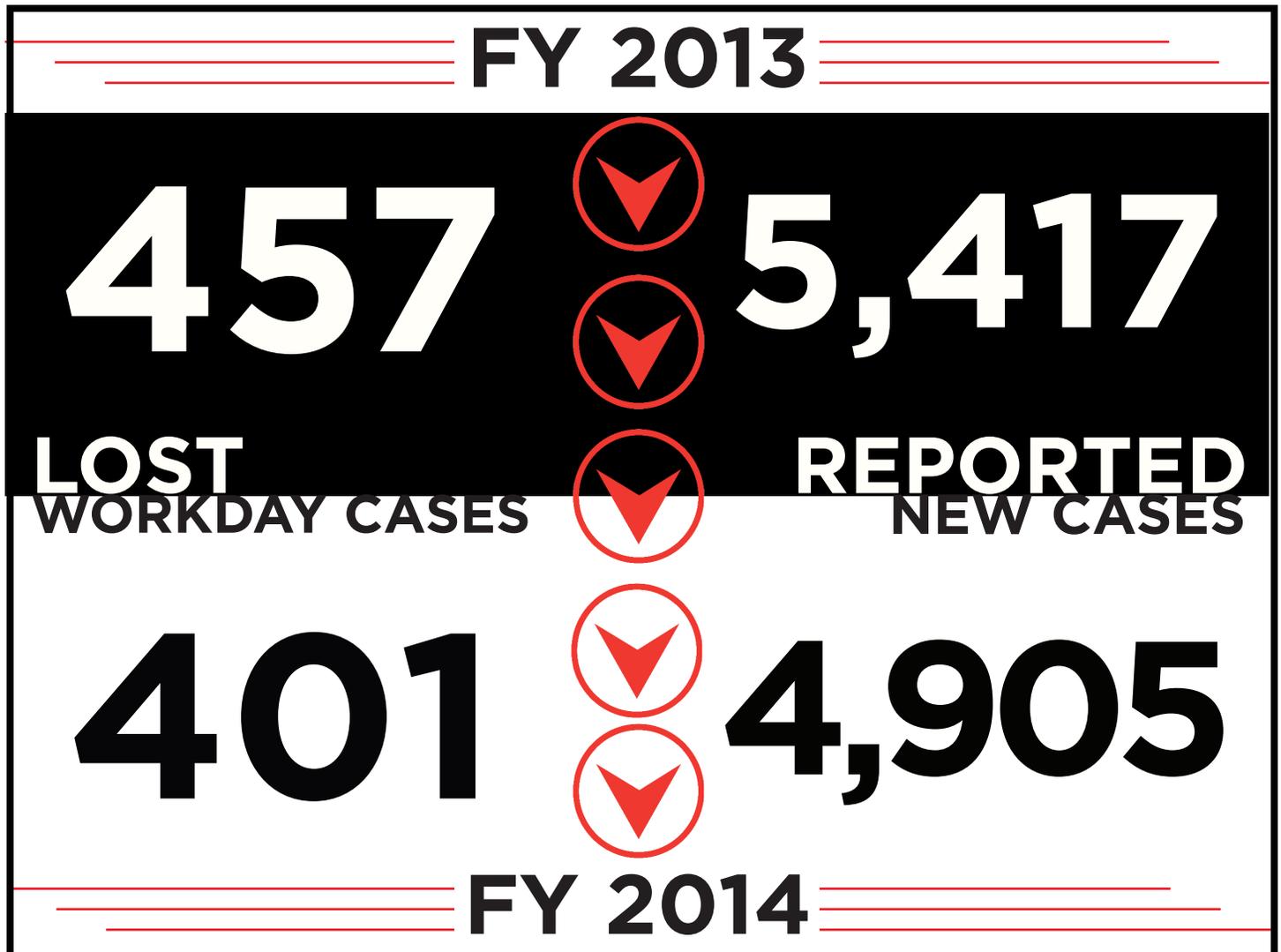
In order to promote the reduction of workplace injuries throughout the state, the Leadership Team, partnered with the Steering Committee to develop several programs to analyze all workplace injuries.

Reduction of Worker's Compensation Claims By 10%

The Leadership Team initially established a target of 10% reduction of new reported workers' compensation claims over the next three fiscal periods ending FY 2016. Fiscal year 2013 is the baseline with 5,417 reported claims.¹

A 9% reduction has already been achieved within one year (FY 2013 to FY 2014) with reported claims reduced from the baseline of 5,417 to 4,905. The Leadership Team projects that the initial goal of reducing new claims to 4,875 will be accomplished well before the original deadline (end of FY 2016). Many agencies will have a greater reduction as the goals are re-established.

¹ Statistics represents all state agencies and universities. DPI data is not included.



2014 SAFETY Month HIGHLIGHTS



[click here to Read the Governor's Proclamation](#)

State of North Carolina

Be A Hazard Hero
Hazard Recognition and Awareness Training has Launched

[click here to learn more](#)

[Click here for a downloadable PDF](#)

to Order a copy of the Calendar contact correctionenterprises.com

[Click Here to view the Winning Posters](#)

Congratulations!
to the Video Contest Winners

1st Place Winner

NC OSHHS Video Contest Winner: "The Misadventure..."

June Safety Month

To highlight the importance of safety and injury prevention in the workplace, Governor Pat McCrory proclaimed June as Safety & Hazard Awareness Month. The Leadership Team developed several programs to support the Governor's proclamation. The first was the release of a video sent from Governor McCrory to all state employees encouraging them to be cognizant about safety in the workplace.

Watch the message from Governor McCrory here:
https://www.youtube.com/watch?v=I04M3v_DSvI



The proclamation launched a new program that will aid employees to find and eliminate workplace hazards. This new program for hazard recognition, "Be a Hazard Hero," is an on-line training platform available through OSHR's Learning Management System (LMS).

During the proclaimed Safety and Hazard Awareness Month, the Leadership Team supported the initiative to encourage statewide employee participation through a Hazard Recognition & Awareness Poster and Video Contest. State employees' children, grandchildren, nieces and nephews were eligible to take part in the poster contest. The contest resulted in involvement from numerous employees from multiple state agencies. The contest winners were honored by the Leadership Team at a reception held at the State Capitol.

View the Safety Month Highlights here:
<http://www.oshr.nc.gov/Support/Safety/safetymonth.htm>



Hazard Recognition and Branding of the Hazard Hero Program

The Steering Committee established a task group to create a process that empowered employees to identify, correct and report unsafe hazards or conditions to their immediate supervisor. To create excitement with this new process, the "Be a Hazard Hero" Program was created.

The goal of "Be a Hazard Hero" Program was to create a recognizable brand to market the new injury prevention initiative. As of October 2014, over 30,000 state employees or 36% of the state's workforce has taken the "Be A Hazard Hero - Hazard Recognition and Injury Prevention Program" training.

Incident Reporting and Investigation Program

The Leadership Team analyzed statewide injury reports and determined the Steering Committee needed to form a task group to develop a consistent protocol to investigate injuries. This task group created a detailed training and education program for all supervisors with instructions on completing the new Incident Investigation forms, interviewing skills, conducting a root cause analysis, and determining effective solutions.

LOOKING FORWARD

Moving forward, the Leadership Team will continue to work to assure that management support remains high. The fresh new philosophy for injury prevention is ZERO tolerance for injuries. This will be accomplished by promoting workplace hazard awareness through the Be A Hazard Hero - Hazard Recognition and Injury Prevention Program training and by encouraging the reporting and correction of hazards at www.Hazards.nc.gov.

Supervisors will be trained on how to conduct root cause analysis investigations to determine appropriate evaluation of hazards identified through the Be A Hazard Hero program as well as hazards identified after injuries.

DID YOU KNOW?



The number one hazard for state workers is slips, trips and falls. A Slips, Trips, and Falls Prevention Initiative will be launched that includes a written program and training for all employees.

A major goal moving forward is to establish a consortium of agency and university safety leaders working together to create model written programs, trainings, and implementation guides to ensure best practices are communicated. Some of the first of these programs are the Arc Flash Awareness and Lockout-Tagout initiatives.

To fulfill the goals of reducing employee injuries and controlling the cost of workers' compensation, the Leadership Team is aiming to accomplish the following in FY 2015:

- Provide training to all workers' compensation administrators and workers' compensation coordinators;
- Develop open claims protocol to evaluate claims and make settlement recommendations;
- Review return-to-work policies;
- Revise the state employees Workers' Compensation Handbook
- Revise the state employees Workers' Compensation Standard Operating Procedure Manual; and
- Draft open claims settlement, subrogation, and fatality protocols.

To continue promoting hazard and safety awareness to management, the Leadership Team will work to organize other safety conferences to include immediate supervisors, safety professionals and safety committees.

The Leadership Team will continue to reevaluate its goals and initiatives to ensure that North Carolina is one of the safest employers in the nation.



2014
GOVERNOR'S
HEALTH & SAFETY
LEADERSHIP TEAM
ANNUAL REPORT