

# CITY OF MISSOULA SAFETY MANUAL



*BE SMART ABOUT SAFETY*



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**OFFICE OF THE MAYOR**

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435 RYMAN MISSOULA, MONTANA 59802-4297 (406) 552-6001

February 1, 2023

To All City of Missoula Employees:

Much of what we do as public servants has to do with ensuring the safety of the people we serve, and many of you work every day to keep Missoula residents, as well as City employees, safe.

Your safety in the workplace is of the utmost importance. Recognizing the importance and shared responsibility every employee has, the City's management team and I are committed to supporting a safety program and sharing the responsibility of providing a workplace free of health and safety hazards. There are many good reasons for organizations like ours to talk about and demonstrate safety practices that have to do with efficiency and productivity and finances. All of those reasons are legitimate and important.


More important, though, is your individual safety. I don't want you or any of our colleagues hurt on the job because I don't want anyone to suffer the pain, disability or worse that come with workplace injuries. We need to take care of ourselves and each other, so please pay careful attention to the procedures and prevention guidelines in your safety program. Be safe. And thanks for all you do.

Sincerely,

Jordan Hess  
Mayor

**Administrative Rule 12**  
**Safety Program**

**Approval:** I hereby sign into effect Administrative Rule No. 12, Safety Program pursuant to Ordinance 2232 which authorizes the Mayor to develop and approve administrative rules.

  
Jordan Hess (Feb 1, 2023 11:40 MST)

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Jordan Hess, Mayor

**Source/Owner:** Human Resource Department


**Prepared by:** Angela Simonson, Chief HR Officer

**Replaces:** Administrative Rule No. 12, Safety Program, effective date June 21, 1995

**Repeals:** The following articles under Administrative Rule No. 12:  
Article 1, Confined Space, effective date October 18, 2002;  
Article 2, Lock Out, Tag Out, effective date October 18, 2002;  
Article 3, Personal Protective Equipment, effective date October 18, 2002;  
Article 4, Safety Training, effective date October 18, 2002;  
Article 5, Workplace Violence effective date August 2, 1999;  
Article 5a, Bomb Threat, effective date October 18, 2002  
Article 6, Fall Protection, effective date October 18, 2002

**Applies to:** All City of Missoula Employees

ATTEST

  
Claire Trimble (Feb 1, 2023 11:46 MST)

City Clerk Office

**ADMINISTRATIVE RULE #12  
SAFETY PROGRAM**

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## **I. CITY OF MISSOULA SAFETY POLICY STATEMENT**

The City of Missoula believes its most valuable resource is its employees. The safety of City employees is, therefore, a primary focus of all City activities. The City also recognizes its legal obligation to maintaining a safe and healthy workplace as described in the Montana Safety Culture Act and other state and federal statutes including but not limited to those administered by the Montana Department of Labor and Commerce and the Occupational Safety and Health Administration.

We recognize a safe workplace is a shared responsibility which must be fostered and cultivated as an important part of regular work duties and responsibilities. City administrators are committed to providing a workplace free of recognized health and safety hazards. City employees have a responsibility to fulfill vital roles in providing a safe and healthful workplace.

The City of Missoula's safety mission is to elevate workplace safety to a preeminent position in the minds of all employees of the City, thereby preserving precious human resources as well as controlling financial losses. The City of Missoula and its managers will accept reports of near miss/near hit incidents and be receptive to employee input of potential hazards. This will enable the City of Missoula to enhance its prevention and education efforts within the safety program.

It is the policy of the City of Missoula to provide and maintain safe and healthy working conditions, routine safety training and education, and to follow best practices that will safeguard all employees that result in safe working conditions and efficient operation.

## **II. MANAGEMENT COMMITMENT**

The purpose of safety policies and procedures is to provide a mechanism for the prevention of occupational injuries and illnesses as well as to comply with regulations concerning occupational safety and health. Safety policies and procedures assign safety responsibilities, declare citywide procedures, and set minimum safety program requirements for issues involving city departments.

This safety plan provides general direction for the administration of occupational safety and health management for the City of Missoula. Departments and Divisions may issue separate safety policies and procedures as needed to address specific safety and health issues or to meet regulatory requirements for written compliance programs.

The City of Missoula is committed to providing dependable, economical services to the public. The City recognizes that some incidents are caused by unsafe conditions or unsafe behavior and strives to systematically eliminate unsafe acts and conditions.

The management staff will not tolerate actions that jeopardize the safety and health of employees or the general public, including actions that risk non-compliance with established safety and health regulations. Employees who violate city, departmental, and/or divisional rules are subject to disciplinary action. Fulfillment of safety-related responsibilities will be considered a factor in performance reviews and promotion.

## **III. OVERVIEW OF CITY-WIDE SAFETY PROGRAM**

### **A. Safety Program Elements**

The City of Missoula Safety Program shall contain the following elements:

1. **Safety committees** will be established, as described in Section III.B, to maximize employee involvement and awareness of safety in the workplace. Committees will be formed at various levels of the City organization.
2. **Safety training** shall occur throughout the City organization and shall include new employee orientation, job or task-specific training and continuous (**see Section VI, Safety Training**) safety refresher training for all employees.

3. **Safety inspections and hazard identification** shall be performed on a regular basis as described in Section XI and XIK.
4. **Personal protective equipment use** shall be mandatory for certain defined work tasks and groups.
5. **Incident reporting** will be performed promptly and consistently throughout the City's employment groups.
6. **Safety policies and procedures** will be developed for all major aspects of the Citywide safety program. Policies should reinforce efforts to identify safety hazards and near misses/hits and document how those instances were resolved.

**B. Safety Committee Structure**

In order to be successful at reducing or eliminating workplace incidents on the job injuries, the City of Missoula has established a comprehensive education-based safety program. Safety program activities take place in three levels of safety committees.

1. **The City-Wide Safety Steering Committee** shall be composed of members selected from the Department Safety Committees and the Senior Management Team and is charged with a broad range of safety-related functions described in section.
2. **The Department Safety Committee** provides a forum for individual work team safety committee representatives to discuss safety-related issues with other work teams in the department.
3. **Work-Team Safety Committees** are made up of employees from specific work teams, divisions, or work units within a given City department. These committees shall meet at least monthly and shall report to the department safety committees. Department heads shall be responsible for determining the need for Work Team Safety Committees.

**IV. SAFETY PROGRAM RESPONSIBILITIES**

All City of Missoula employees share in the responsibility to establish and maintain a safety culture that ensures a safe working environment. The following responsibilities are guidelines to establish accountability for the Safety Program and promote safety and wellbeing in the workplace. These responsibilities are outlined in the Montana Safety Culture Act (Section 39-71-1502 MCA) for the purpose of reducing occupational injuries and illnesses by promoting safety in the workplace and to control the costs for workers compensation insurance. Specific employee responsibilities include:

**A. Employees**

Employees are required, as a condition of employment, to exercise due care in the course of their work to prevent injuries, not only to themselves, but to their fellow employees and citizens. It is the responsibility of all City of Missoula employees to:

1. Abide by the City of Missoula department/division work practices established for specific job assignments and occupations. If any doubt exists about the safety of doing a job assignment, employees shall STOP and get instructions from their supervisor before continuing to work.
2. Identify unsafe, unhealthful work conditions and unsafe practices. Correct hazards or report them to the appropriate department or division head for prompt attention.
3. Immediately report occupational injuries, incidents, illnesses and near misses to their supervisor and safety coordinator if staffed with one. Follow supervisor instructions for obtaining first aid and/or medical attention. Participate in incident investigations as requested by the supervisor.

4. Attend safety training sessions as required. Suggest improvements in safety training requirements or programs to supervisor or safety committee.
5. Wear prescribed/required personal protective equipment such as safety vests, hard hats, gloves, and goggles as appropriate to perform work safely. This includes seat belts.
6. Employees failing to follow and practice safety policies and procedures in the workplace may be subject to disciplinary action as described in the City Personnel Policy Manual.

**B. Supervisory Personnel**

It shall be the responsibility of supervisory personnel to:

1. Establish policies, procedures and safe work practices for department/division occupations, tasks, and locations. Written copies of work rules and safety procedures shall be developed and updated with the use of staff identified as subject matter experts or outside verified reliable sources of job and task specific requirements. Copies of the rules shall be available for review in within the respective department or division.
2. Monitor workplace conditions and employee work behavior through regular, scheduled inspections, audits, and frequent observation of the work environment. Identify unsafe work conditions and unsafe practices. Correct immediate hazards within ability or report them to the appropriate department head and/or safety-coordinator / safety-committee member.
3. Provide sufficient training and instruction to ensure all employees are familiar with work rules and fully trained for assigned tasks.
4. Ensure employees participate in city and department required safety training. Document safety training attendance and maintain those records. Recommend additions, deletions, and modifications of safety training requirements or training programs based on observed workplace conditions and employee work behavior.
5. Submit reports of job-related injuries and incidents using the Incident Investigation Report form and the First Report of Occupational Injury or Occupational Disease (workers' compensation claim form).
6. Investigate incidents involving employee injury or illness and/or damage to vehicles or other city property. Determine the facts and cause of the incident. Implement or recommend corrective actions for the purpose of preventing future occurrences.
7. Devote a portion of staff meetings to review department/division incidents and discuss plans to bring about a reduction in losses. This procedure will vary with the frequency or severity of losses and the degree of hazardous operations.
8. Ensure that all employees understand the need for, and are trained on the proper use, maintenance and limitations of personal protective equipment.
9. Ensure that all employees understand disciplinary actions associated with failure to comply with safety policies and procedures.
10. Include on-the-job safety record as a part of the performance review process.
11. Keep a record of the following safety-related matters:
  - a.) Employee recommendations for correction of a potentially unsafe (or hazardous) situation for discussion at employee safety committee meetings.
  - b.) Time and subject of safety meetings.
  - c.) Time, location, and comments about spot inspections/audits of employee worksites.
  - d.) Actions taken to correct/mitigate unsafe (or hazardous) situations.
  - e.) Incidents, and "near misses" reports at the worksite.



*Supervisors are expected to anticipate the unexpected, the unusual, and the consequences of a "worse case" incident when assigning a task to an employee. It is the supervisor's responsibility to communicate these concerns and observations to that employee and promote the safety culture at all times.*

12. Promote employee education in the area of off-the-job safety and injury prevention.

### **C. Department or Division Heads**

Each department or division head is responsible for maintaining safe working conditions within his/her jurisdiction. Each department or division head will:

1. Ensure policies, procedures and safe work practices are adhered to for department occupations, tasks, and locations.
2. Ensure the design, maintenance of facilities, tools, equipment, and vehicles meet or exceed established safety standards.
3. Establish a department or work team safety committee which meets regularly. Provide opportunity for periodic work-place hazard assessments during meetings to encourage employees to notify supervisors immediately upon discovery of any work-place hazards.
4. Review department Incident Investigation Reports, First Reports of Occupational Injury and Occupational Disease Report trends. Resolve corrective action issues that are beyond the scope of the supervisor to accomplish.
5. Review workplace inspections with supervisors and direct appropriate corrective action to achieve a safe work environment.
6. Share information from City-Wide Safety Steering Committee meetings with employees and supervisors.
7. Provide training, literature, or other information to ensure that supervisors and employees understand incident reporting procedures, safe work practices, and other safety concerns.
8. Secure sufficient training and instruction to ensure all employees are familiar with work rules and fully trained for assigned tasks.
9. Maintain procedures to investigate all incidents promptly and thoroughly. Take prompt corrective action when unsafe acts or conditions are observed.
10. Include safety performance as part of performance review for supervisors.
11. Share ideas and changes made in operating procedures which improve safety, at City-Wide Safety Steering Committee meetings.
12. Provide training for supervisors on hazard awareness, risk assessment, and risk management.
13. Ensure that supervisors make prompt efforts to remedy any job site hazards.
14. Cooperate with state or federal agency safety inspection activities.

### **D. Safety Committee Chair**

1. Assist and advise all levels of management in establishing an effective safety program.
2. Provide new employee general safety and health training/orientation.
3. Plan and coordinate committee meetings and assist management in all areas of safety and health.
4. Act as permanent Chairperson and coordinate support for Safety Committee.

## V. SAFETY COMMITTEES

Note: See also Current Montana Rule 24.30.2542 Safety Committee Required,  
<http://www.mtrules.org/gateway/ruleno.asp?RN=24.30.2542>

Safety committees are designed to encourage the exchange of ideas between personnel and to enhance the definition of policies covering hazards, problem areas, and the promotion of loss prevention measures. Safety items identified and unable to be resolved through the committee process outlined in Section V. A. - D., or any questions regarding a safety concern may be directly sent to the City Risk Manager by any city employee.

### A. City-Wide Safety Committee

The City-Wide Safety Committee is an advisory group organized to bring employees and management together in a cooperative effort to foster a safety culture and reduce on the job injuries and illnesses in the workplace

1. The City-Wide Safety Committee will meet quarterly and shall be comprised of up to twelve members from the following departments: CPDI, Public Works, Fire, Parking Commission, Parks and Recreation, Central Services, Police and Municipal Court. Members will be appointed by the Director of each of the represented departments. Members will serve a two-year staggered term, at least two new members will be added each year. The-Committee Chair shall be the City Risk Manager. The City Risk Manager will be responsible for sending notifications as needed, preparing agendas, and keeping minutes of the meeting. The Risk Manager is responsible for advising City Administration through the Chief Administrative Officer and Management Team of the activities and any requests brought forward through the City-Wide Safety Committee. This will facilitate communication between city administration and City-Wide Safety Committee.
2. **Duties and functions of the committee shall include, but not be limited to the following:**
  - a.) Review loss experiences and cost analysis figures and monitor the progress of the City's incident prevention efforts.
  - b.) Ensure that all procedures for reporting, investigating, and taking corrective action on incidents are being performed.
  - c.) Discuss conditions which pose continuing or expanding loss exposure.
  - d.) Discuss and propose recommendations for safety issues which cannot be resolved at the department level.
  - e.) Establish City-wide performance objectives which can be measured in terms of potential hazard identification and resolution of those hazards without any resulting injury and reductions in loss frequency and/or severity.
  - f.) Share information about safety approaches or techniques which are successful.
  - g.) Discuss unsuccessful approaches to specific safety problems and recommend changes.
  - h.) Develop and establish standardized City-wide safety policies and procedures for such items as trenching and shoring, hazard communication, confined space entry, bloodborne pathogens, lock-out and tag-out procedures, etc.
  - i.) Conduct annual review of safety programs including policies, procedures, and forms. Make recommendations for necessary changes to City Administration.
  - j.) Keep record of meeting activities by taking meeting minutes. Minutes will be distributed to all safety committee members, department heads, Chief Administrative Officer and posted in each department. Minutes should include:
    - Date, time, and location of meeting.
    - Attendance.
    - Topics or issues discussed.
    - Recommendations or suggestions made.

## **B. Department Safety Committees**

All City departments shall conduct monthly safety meetings. Meetings may be held in conjunction with regular department staff meetings. Chaired by the department head or his/her representative, these committees determine safety policies within the department and resolve department safety issues.

Department heads are encouraged to include cross section of non-supervisory personnel on all committees. Management members shall not exceed employee or bargaining unit members on these committees. Each work group or division within the department must be represented on these committees. The committees shall:

1. Assess and control hazards
2. Assess safety training and awareness topics.
3. Communicate with employees regarding safety committee activities.
4. Develop safety rules, standard operating guidelines, policies, and/or procedures.
5. Educate employees on safety-related topics.
6. Evaluate the safety program on a regular basis.
7. Inspect the workplace and conduct worker safety audits.
8. Keep job specific training current.
9. Motivate employees to create a safety culture in the workplace.
10. Review incidents of workplace accidents, injuries, and illnesses and evaluate the progress of the department for incident control and loss prevention efforts. Discuss and develop methods for avoiding future incidents/accidents.
11. Submit safety items which cannot be resolved at the department/division level to the City Risk Manager to be brought forward to the City-Wide Safety Steering Committee.
12. Implement safety training for all work units. The training will address job or task-specific safety training needs and refresher needs. Topics for training may include watching videos or conducting classes on specific safety issues relevant to the work unit. Trainings will utilize different modes of training and techniques to promote and engage different learning styles.
13. Provide documentation of all department safety committee activities including taking minutes at all safety committee meetings. Minutes should include who attended and what was discussed. Records should be kept of all hazard identification, all employee training efforts, and any written safety policies or procedures which have been developed.

## **C. Work Team Safety Committees**

Work Team Safety Committees are made up of employees from individual work teams, divisions, or work units within City Departments. These committees shall serve as the primary vehicle for delivery of the safety program elements, within departments or divisions, where they have been implemented. These committees will be chaired by an individual from within the work group and shall be composed of a representative cross section of work group employees. Supervisory or management personnel shall not exceed employee or bargaining unit members on these committees. Work Team Safety Committees shall meet at least once monthly to:

1. Review incident records and evaluate progress of the work group or division in incident control and loss prevention efforts. Discuss methods for avoiding future incidents and/or accidents.
2. Provide periodic workplace hazard assessment. This shall be accomplished through prompt employee reporting of hazards, proper recording of hazards, and prompt positive preventive responses to eliminate hazards. All hazard identification and elimination should be thoroughly

documented by the safety committee in their meeting minutes. All suggestions by employees for improving workplace safety shall be given prompt consideration.

3. Implement comprehensive safety-training for all work unit employees. The training will address job or task-specific safety training needs/requirements as well as refresher training needs. Training plans may include anything from watching videos to conducting classes on specific safety issues relevant to the work unit.
4. Develop specific safety rules, policies, and procedures.

## **VI. SAFETY TRAINING**

Training and education are an integral part of all safety activities. Safety training will commence with new employee orientation and shall continue throughout an employee's tenure with the City.

Employees are expected to participate and cooperate fully in training programs and to accept and follow established safety and health standard operating guidelines, policies, and/or procedures. Each worksite presents a unique training challenge. Therefore, each department/division is expected to specify and provide safety training that is tailored to each employee's occupation, tasks, levels of exposure, and job location.

All safety training must be documented; the records are to be maintained in Department files and/or department employee/training files. Documentation shall include an employee attendance sign-in sheet, the date the training was conducted, name of primary trainer/instructor and an outline of the topics discussed or category of safety training delivered.

The comprehensive safety training program for the City of Missoula shall contain the following major elements:

### **A. New Employee Orientation**

As part of the general orientation to the City, each new employee shall be given a "new employee safety orientation" by his/her immediate supervisor and/or assigned safety/training coordinator **within the first three days or 30 working hours of employment**. New employee orientation shall be designed to identify on-the-job hazards and to provide necessary safety training to accomplish tasks essential for the job.

### **B. Annual Safety Training**

Any required annual safety training shall be conducted by each department as needed and be of sufficient duration and content to assure continued safe operations.

The City of Missoula Human Resources Department shall provide an overview of general workplace safety, safety policy and reference to its location in Administrative Rule 12 during new employee orientation.

All Departments shall provide additional training appropriate to the work tasks to be performed by the employees and applicable to the possible levels of exposure.

### **C. Job or Task-Specific Safety Training**

Job-specific safety training includes personal on-the-job instruction, safety meetings and/or formal classroom instruction and/or , practical exercises intended to enhance the safety and skills of specific tasks or occupations. Some job-specific training is prescribed in the City of Missoula/departmental policies and procedures or in regulatory requirements. Departments and divisions will provide additional training as necessary to improve employee knowledge and skills of safety rules, procedures and safe practices. The intent of this policy is that safety training will enhance the employee's understanding of workplace hazards and the prevention of occupational injuries and illnesses, rather than to prescribe the specific format of the safety training.

Each employee shall receive job or task-specific training prior to the performance of any potentially dangerous activities, and should include the following steps:

1. **Preparation**
  - a.) Define the task and determine the employee's familiarity with the equipment, if any.
  - b.) Break tasks into component steps or movements.
  - c.) Instruct the employee on correct body mechanics (i.e. location of feet and hands), machine operations and methods necessary to accomplish the task. Instruction should take place prior to initial attempt to perform the task and should be designed to reduce the chance of a potential injury.
2. **Presentation**
  - a.) Demonstrate each step individually.
  - b.) Provide clear instructions. Cover no more than the employee can effectively learn at one time.
3. **Performance**
  - a.) Have the employee demonstrate the task as instructed to ensure understanding.
  - b.) Have him/her explain each component step to you as he/she repeats the task.
  - c.) Continue until you are satisfied that the employee can safely and confidently perform the task and/or properly operate the equipment.
4. **Follow-Up**
  - a.) Check back frequently with employee to make sure the task is understood.
  - b.) Encourage questions.
  - c.) Use Work Team Safety Committee meetings to provide opportunities for refresher safety training. This may involve lectures from guest speakers, safety videos, hands-on training activities, and/or prepared safety training programs available through various safety organizations.

## **VII. SAFETY RULES AND REGULATIONS:**

As a basis for employee responsibilities and participating in the City of Missoula's Safety Program, the general safety rules listed below will apply to all employees. Employees are expected to comply with these rules and all other safety responsibilities. The intention of the following policies is to establish a minimum level of compliance and safety standards. It will be necessary for some departments and divisions to expand or enhance these requirements specific to the individual workplace requirements.

### **A. General Safety Rules**

1. Seek medical attention, if necessary, for any incidents resulting in an injury. All incidents must be reported to the supervisor within 24 hours.
2. Report unsafe conditions, procedures, and practices and near misses to supervisor immediately.
3. Possession of firearms on City of Missoula property or in City vehicles is prohibited unless part of the employee's job description.
4. The use or possession of alcohol, illegal drugs or other controlled substances on the job is prohibited.
5. Smoking is not permitted in City vehicles or on City premises.
6. Each employee is responsible for good housekeeping. Keep work area clean and uncluttered.
7. Obey all warning tags and signs.
8. No employee should take chances on the job that could endanger personal safety and health or the safety and health of co-workers or others.

9. Do not operate machinery or use tools without first participating in job or task specific training, specific to the use of machinery and tools needed for the job or task assigned.
10. Do not enter hazardous areas without prior authorization and instruction on specific hazards.
11. Use all approved personal protective equipment and devices required and provided.
12. If an established job procedure must be deviated from, supervisory approval must be obtained and an alternative, temporary job procedure must be agreed on. This alternative job procedure must not create any new or additional hazards or unnecessarily expose employees to hazards.
13. Become familiar with and conduct work activities in accordance with these general safety rules and other specific safe operating procedures which are applicable.
14. Follow proper lifting procedures, at all times.
15. When operating city vehicles or equipment, drivers must operate/drive safely and prudently. Employees must be trained and authorized to operate light or heavy motorized equipment.
16. Wearing safety restraints when riding/driving city vehicles is mandatory if so equipped.
17. When using cell phones in city vehicles, drivers must pull over and stop on the side of the road or utilize a hands-free device as cell phone and other electronic devices are prohibited by Missoula Municipal Ordinance Section 10.20.310.
18. Know the location of fire/safety exits and evacuation procedures.
19. Participate in Safety Training.

**B. Lock Out / Tag Out**

OSHA Standard 29 CFR 1910.147 requires that hazardous energy must be controlled during service or maintenance of machines and equipment. Lockout and tag out (LOTO) procedures are necessary to protect workers from electric shock, incidental start-ups, or other release of energy. All sources of energy must be identified and controlled related to the work to be completed, keeping in mind it may not always be electrical. All machines/equipment must be locked out before employees perform any servicing or maintenance activities where the unexpected energizing, start-up, or release of stored energy could cause injury.

1. **Every division and/or department that has employees performing maintenance where there is exposure to hazardous energy must have:**
  - a.) lockout devices and tags that are not used for anything else.
  - b.) procedures for performing specific maintenance in their area.
  - c.) training for all employees involved in maintenance activities.
  - d.) Ensure that employees are trained on any piece of equipment they will work on.
2. **Basic Rules for Using Lock Out/Tag Out:**
  - a.) All equipment shall be locked out or tagged out to protect against incidental or inadvertent operation when such operation could cause injury to personnel.
  - b.) Do not attempt to operate any switch, valve or other energy isolating device, when it is locked out or tagged out.
  - c.) Lockout/ tag out devices shall be removed only by the employee who applied the device. [EXCEPTION: In cases where the authorized employee who applied the lock or tag is not available, the lock or tag may be removed by the direct supervisor/superintendent in charge of either the department involved or the maintenance crew that placed the LOTO or under his/her direct authority, only after that employee has been contacted.] The employee whose lock was removed must be notified by the supervisor prior to returning to the work site.

- d.) The division supervisor/superintendent will inform outside contractors of the elements of the City's lockout/tag out program and ensure that work efforts are fully coordinated and that compliance is achieved.
- e.) Where shift or personnel changes occur before the lockout/tag out is terminated, a changeover period will be established by the supervisor. Departing employees will remove locks and/or tags and arriving employees will apply their locks and/or tags. The supervisor will fully inform arriving employees of the scope and stage of the work.

All incidents involving lockout/tag out must be reported immediately to the City of Missoula Human Resources Office/Risk Manager.

**Resource:** Federal OSHA standard, CFR 1910.147,  
[http://www.osha.gov/pls/oshaweb/owadisp.show\\_document?p\\_table=STANDARDS&p\\_id=9804](http://www.osha.gov/pls/oshaweb/owadisp.show_document?p_table=STANDARDS&p_id=9804)

### C. Lifting Procedures

Proper manual lifting techniques will prevent most back injuries. The following techniques are not natural movements and must be learned and practiced.

1. Assess load before lifting. Know your limitations and get help for heavy or bulky objects. Use mechanical lifting device when needed and available.
2. Spread feet shoulder width apart to form a solid base of support.
3. Place feet as close as possible to the base of the object being lifted with one foot slightly in front of the other.
4. Bend with the knees and maintain the natural curve in the back during entire lifting operation (weightlifter position).
5. Get a good grip on the object and primarily use the leg muscles, not the back, to lift the load.
6. Move feet to change directions -- avoid twisting.
7. Don't overdo. Take frequent breaks for repetitive lifts.
8. Use mechanical device assistance when available.

**Resource:** OSHA, [http://www.osha.gov/dts/osta/otm/otm\\_vii/otm\\_vii\\_1.html](http://www.osha.gov/dts/osta/otm/otm_vii/otm_vii_1.html)

### D. Office Safety

Good housekeeping and proper storage are important factors in office safety and fire prevention. Proper lifting techniques will prevent most back injuries. It is important that employees correct or report unsafe conditions to their supervisor.

1. Every employee is responsible for keeping his/her work area clean and orderly.
2. Open doors slowly. Be extra cautious when approaching a door that can be opened in your direction.
3. Keep file, desk and table drawers closed when not in use.
4. Never open more than one file drawer at a time.
5. Be careful when opening drawers to full extension in case there is no locking device.
6. Load file cabinets and bookcases with the heaviest items in the bottom to prevent tipping.
7. Maintain office tables, desks, and chairs in good condition and free from sharp corners, projecting edges, wobbly legs, etc.
8. Never use a chair, desk or other office furniture for a step stool or ladder.

9. Keep razor and “exacto” blades covered. Report even minor injuries and take precautions to avoid infection.
10. Be sure that cords and plugs on all electrical equipment are in good shape. Do not overload outlets.
11. Keep electrical cords and other tripping hazards out of aisle ways. Do not run cords through doorways.
12. Do not attempt any electrical repairs.
13. Use handrails when ascending or descending stairs. Don’t carry a load that restricts vision.
14. Avoid spilling or splashing liquids on the floor. If liquid spills, clean up, notify facilities maintenance personnel if barricades or further cleanup is needed.

**Resources:** Center for Disease Control, <http://www.cdc.gov/niosh/topics/officeenvironment/>

## **E. Office Ergonomics**

Ergonomic injuries include tendonitis, carpal tunnel syndrome, lower back pain and other disorders that involve pain and damage to muscles, tendons and nerves in the back, neck, shoulders, elbows, wrists and hands.

1. **Musculoskeletal** disorders (MSDs) affect the muscles, nerves, blood vessels, ligaments and tendons. Risk factors at work included activities such as lifting heavy items, bending, reaching overhead, pushing and pulling heavy loads, or working awkward body positions and performing the same or similar tasks repetitively. Prevent MSDs by avoiding awkward body positions:
  - a.) adjust workstation before beginning work
  - b.) maintain the natural curve in back while sitting, standing and lifting.
  - c.) keep wrist straight as much as possible while typing or doing other repetitive tasks
  - d.) take breaks from repetitive motion tasks by switching periodically to other tasks
  - e.) use tools appropriate for the job, especially when used often or for long periods of time
2. **Employees with duties requiring a lot of time at a computer workstation should:**
  - a.) Position keyboard so that wrists are kept straight – use wrist rest if necessary. Elbows should be at about the same height as the keyboard.
  - b.) Sit with back in a neutral posture, maintaining the natural curve, with feet on the floor and thighs parallel to the floor. (Adjust the chair height and use a footrest if necessary.)
  - c.) Position computer screen just below eye level and about 18-24” away to prevent neck and shoulder strain (the screen should be lower if employees use bifocals)
  - d.) Change positions, stretch, and take “mini-breaks” periodically
3. **Pay attention to early signs of MSDs** and make adjustments to workstations. Employees must report symptoms to supervisor and work together to correct the causes of the injuries. Early indicators of MSDs, which usually occur in the hands, arms, shoulders, neck and back, include:
  - a.) stiffness or soreness
  - b.) aches and pains
  - c.) numbness or tingling
  - d.) swelling
  - e.) burning sensation
  - f.) reduced strength

**Resource:** OSHA, <http://www.osha.gov/SLTC/ergonomics/>



## F. Working in Extreme Weather Conditions

Missoula's climate may be severe, and conditions may change rapidly. Hot weather and exposure to the sun present the potential for heat stress and sunburn. Cold conditions, cold stress, can lead to hypothermia or frostbite, either of which can be fatal in the worst cases. Employees are expected to monitor weather conditions throughout the day and be prepared to protect themselves and customers against its effects.

In general, employees will provide their own clothing as protection from severe weather conditions, if it is the type of clothing that may be used both on and off the job. Examples include coats, hats or caps, boots, and gloves. Some departments may provide and/or issue some or all of such safety clothing, employees should review and follow department policies, current CBA's and check with their supervisor.

### 1. Hot Weather Guidelines

- a.) Dress for conditions – lightweight and light-colored clothing. If working out in sun wear a hat with a wide brim.
- b.) Use sunscreen and protective clothing which doesn't interfere with job tasks.
- c.) Reflected sun is even more potent than direct exposure. Be particularly careful of sun exposure on cloudy days and near water, concrete, or sand.
- d.) Eat a well-balanced diet.
- e.) Drink plenty of fluids.

### 2. Cold Weather Guidelines

- a.) Dress for the conditions in layers of dry clothing.
  - b.) If clothing gets wet change clothing right away.
  - c.) Cover head and face. Up to 40 percent of body heat is lost if no hat is worn.
  - d.) Wear shoes and gloves designed for cold weather.
  - e.) Keep moving when in the cold.
  - f.) Return to a warm vehicle or take regular breaks in warm areas frequently.
3. **For hypothermia**, get medical help quickly and keep the person covered with blankets. Don't use hot baths, electric blankets or hot water bottles.
4. **For frostbite**, get medical help and warm the body part with blankets or warm (not hot!) water. Don't rub, use heat lamps or hot water bottle or go near a hot stove. Don't break any blisters that form.

## G. Confined Space Entry

**\*\*DO NOT ENTER HAZARDOUS AREAS WITHOUT PRIOR AUTHORIZATION\*\*.**

Very few work situations have as much potential for serious safety hazards as confined spaces. The atmosphere in a confined space may have insufficient oxygen to support life, or may be toxic, flammable, or explosive. The lack of ventilation in confined spaces causes welding, painting, use of hazardous materials, or other activities that change the atmosphere to be especially dangerous. The limited opening for entry and exit makes rescue difficult and dangerous.

Most of the severe injuries and fatalities in confined spaces occur because an employee either went into a confined space without first testing its atmosphere or did not continuously monitor the space. These are general guidelines for all employees. **Each department/division that encounters confined spaces in assigned duties will develop, train, operate and monitor a specific confined space program for their area.**

A confined space is a space that has all of the following characteristics:

1. is large enough for an employee to bodily enter and configured so that the employee can perform assigned work, and
2. has limited or restricted means for entry or exit, and
3. is not designed for continuous employee occupancy.

Examples of confined spaces include tanks, vessels, manholes, storm drains, headwalls, silos, storage bins, hoppers, meter vaults, digesters, lift and transfer stations, shafts and pits. Unfavorable natural ventilation is common in confined spaces.

**Resource:** Federal OSHA standard 29 CFR 1910.146,  
[http://www.osha.gov/pls/oshaweb/owadisp.show\\_document?p\\_table=STANDARDS&p\\_id=9797](http://www.osha.gov/pls/oshaweb/owadisp.show_document?p_table=STANDARDS&p_id=9797)

## **H. Personal Protective Equipment and Clothing:**

Personal protective clothing and equipment (PPE) plays an important role in protecting employees from hazards on the job. PPE is required in particular locations and for certain tasks, based on safety regulations and good safety practices.

### **1. Examples of PPE include, but are not limited to:**

- a.) safety shoes
- b.) fall protection harnesses
- c.) protective headgear
- d.) safety glasses
- e.) goggles
- f.) face shields
- g.) welding glasses
- h.) protective clothing
- i.) high-visibility clothing
- j.) hearing protection
- k.) air purifying respirators
- l.) self-contained breathing apparatus (SCBA)
- m.) welding clothing
- n.) gloves
- o.) rubber boots

- The City of Missoula provides personal protective equipment if required for certain tasks or in certain locations. Employees need to check with their supervisor to learn what equipment is required and/or provided in their work areas and tasks to be performed.
- Departments will specify and issue all required safety equipment to employees except in some cases where the PPE must be fitted to the employee, such as safety shoes or prescription safety glasses. Employees must obtain department approval prior to purchasing safety shoes and/or or glasses, and must demonstrate that all safety specifications are met, to be reimbursed for the cost. Supervisors need to budget appropriately based on required PPE and pursuant to all collective bargaining agreements.
- All PPE must meet the appropriate American National Standards Institute (ANSI) specifications as directed by OSHA. Any employee who provides his or her own PPE must present the PPE to the supervisor and/or designated safety coordinator for approval prior to use on the job.
- Even where specific PPE is not required, certain types of clothing may not be appropriate for some jobs or work locations. For example, sandals, high-heeled shoes and athletic-type shoes may not be suitable for some types of jobs. Some non-PPE clothing and equipment may be provided by the department, but generally it is the employee's responsibility to be dressed properly for work.

## 2. **Employee responsibilities:**

- a.) Always use PPE when and where it is required as determined by a job hazard risk analysis.
- b.) Inspect PPE prior to each use. Report deficiencies to your supervisor.
- c.) Never use defective, damaged, or expired PPE.
- d.) Keep PPE in a clean and sanitary condition.
- e.) Follow the correct methods of putting on, taking off and adjusting PPE.
- f.) Properly care for, maintain and dispose of PPE.
- g.) Know the limitations of your PPE and follow manufacturer recommendations on use, care, and maintenance.
- h.) Ensure you check SDS information to ensure that the PPE you are utilizing is compatible with the material, chemical, agent etc. being used.

**See also current Bargaining Unit Contracts**

### **I. Hearing Conservation/Protection**

1. Each department needs to determine activities which noise levels necessitate a hearing conservation program. High noise levels damage hearing and may also cause stress and fatigue. Hearing protection such as safety earmuffs and earplugs are designed to reduce exposure to harmful noise, while they enable employees to hear conversations and machine warnings. Never substitute audio headphones for hearing protection devices.
2. Employees must always wear hearing protection in areas posted “HEARING PROTECTION REQUIRED” and follow department rules for use of hearing protection for designated operations or near particular equipment. In addition, employees must follow the three-foot rule – hearing protection must be used in situations where employees must raise their voices to be heard by a co-worker at a distance of three feet.
3. Insert foam earplugs properly – roll the plug between thumb and forefinger until it is completely compressed. With the opposite hand pull the outer ear up and out and insert the plug into the ear, leaving a small portion of the plug exposed.
4. When using earmuffs, employees need to have a good seal between the muff and the skin around your ear. Be sure that hair, jewelry, and glasses do not interfere with the seal. Earmuffs and earplugs may be worn together for added protection.

**Resource:** federal OSHA standard, 29 CFR 1910.95

[http://www.osha.gov/pls/oshaweb/owadisp.show\\_document?p\\_table=STANDARDS&p\\_id=9735](http://www.osha.gov/pls/oshaweb/owadisp.show_document?p_table=STANDARDS&p_id=9735)

### **J. Respiratory Protection**

1. Each department is required to develop and implement a written respiratory protection program with required worksite-specific procedures and elements for required respirator use.
2. A risk or job hazard analysis to determine what hazards exist is needed to determine if respiratory protection is needed.
3. Respiratory protection is required for some employees as protection from exposure to high dust or particulate levels, exposure to toxic materials or oxygen deficiency.
4. The wearing of any respirator (except dust masks) is prohibited without the employee first being given a medical examination, fit tested with the respirator and trained on the proper use and care of the respirator.
5. In addition, the employee may need to shave facial hair if it interferes with the employees ability to pass a fit test.

6. If voluntary use of a respirator (except dust masks) is allowed each department must have a written policy outlining use requirements.
7. In some situations, such as dusty outdoor conditions, dust masks will be available as a convenience. There is no obligation that the masks be worn, and the requirements in the above paragraph do not apply.

**Resource:** Federal OSHA standard, 29 CFR 1910.132

[http://www.osha.gov/pls/oshaweb/owadisp.show\\_document?p\\_table=STANDARDS&p\\_id=12716](http://www.osha.gov/pls/oshaweb/owadisp.show_document?p_table=STANDARDS&p_id=12716)

## **K. Bloodborne Pathogens**

Hepatitis B Virus (HBV) and Human Immunodeficiency Virus (HIV), which causes AIDS, are the two most prominent bloodborne pathogens.

### **1. Although these diseases are most commonly transmitted by sexual contact or sharing infected hypodermic needles, occupational exposure usually occurs by:**

- a.) Incidental puncture with an infected needle.
- b.) Getting infected blood or other potentially infectious materials on skin, especially if skin has open sores, nicks, or cuts.
- c.) Getting infected blood or other potentially infectious materials in the mucous membranes of eyes, nose, or mouth.

In addition to blood, potentially infectious materials include semen, vaginal secretions and certain other body fluids (cerebrospinal, etc.).

### **2. The following precautions are useful in avoiding exposure to bloodborne pathogens:**

- a.) Do not eat, drink or use tobacco products around blood or other potentially infectious materials.
- b.) Do not perform janitorial, emergency rescue or other jobs where there is risk of exposure to bloodborne pathogens, unless trained to do so.
- c.) Follow department requirements concerning exposure to BBP, including use of personal protective equipment such as nitrile or other impervious gloves,
- d.) Minimize the risk of puncture by a discarded hypodermic needle:
  - don't reach into trash containers or attempt to compact trash by pressing with hands or feet
  - watch for needles in parks, rest rooms, storm sewers, sanitary water system, police vehicles and other places where they may be discarded
  - don't pick up a needle with your bare hands – wear gloves or use tongs. Place needles into sharps container.
  - Do not stick hands into lost and found shopping bags, backpacks, gear bags.
- e.) Avoid direct contact with blood or other potentially infectious materials:
  - use tongs or wear gloves to pick up condoms, sanitary napkins and other items which may be contaminated with body fluids
  - use an approved disinfectant to destroy BBP virus before cleaning a potentially infected area
  - Avoid touching any medications or medication bottles without protective gloves.
- f.) Clean up own blood if possible after a minor injury; dispose of small quantities of cleanup materials in a toilet.
- g.) Cover all wounds with waterproof bandages; replace bandage as necessary.
- h.) Minimize contact with injured persons if not trained in emergency medical response.
- i.) Wash with soap and water.

j.) Report all exposure incidents to supervisor and report to hospital for evaluation and treatment.

Follow department procedures for dealing with potentially infectious materials

**Resource:** Federal OSHA standard, 29 CFR 1910.1030

[http://www.osha.gov/pls/oshaweb/owadisp.show\\_document?p\\_table=STANDARDS&p\\_id=10051](http://www.osha.gov/pls/oshaweb/owadisp.show_document?p_table=STANDARDS&p_id=10051)

## **VIII. DISCIPLINARY POLICY**

See Chapter 209.00 Employee Discipline and Discharge, City of Missoula Human Resources Policy Manual, also refer to current Bargaining Unit Contracts.

## **IX. ACCIDENT/INCIDENT REPORTING - WORKERS' COMPENSATION**

Employee occupational injuries and illnesses are covered by Workers' Compensation Insurance provided by the Montana Municipal Interlocal Authority. Workers' Compensation covers medical and rehabilitation expenses, partial income replacement if the employee is out of work more than 4 days or 32 working hours, as well as benefits to the surviving family in case of death. It is a no-fault system, providing exclusive remedy for on-the-job injuries or illnesses regardless of blame, except in certain situations, such as employees:

- Willfully hurting themselves
- Acting in a premeditated way to cause injury
- Starting a fight with a co-worker
- Intentionally violating safety rules; and
- Becoming intoxicated or impaired by alcohol and/or drug use.

If an employee is injured on the job or has a work-related illness it must be reported to the supervisor immediately in addition to getting proper medical treatment. Worker's compensation benefits may be denied if an employee waits too long to report an injury, as it may be difficult to establish the cause of the injury. Cooperate with City, medical, professional and insurance claims personnel in order to ensure that you receive your full Workers' Compensation benefits.

Recovery from an occupational injury or illness is sometimes slow, but light duty or alternative duty is sometimes possible during your transition back to normal employment. Transitional employment situations, and sometimes rehabilitation programs recommended by medical professionals, can speed recovery and provide better compensation than Workers' Compensation benefits allow.

Workers' Compensation income replacement does not begin until the occupational illness or injury has caused the employee to miss work for 32 working hours and provides only a portion of your normal wage.

### **A. Reporting Requirements**

**Employees must report job related injuries to their supervisor/employer within 24 hours of the injury occurring.** Minor injuries shall be reported to the supervisor/employer whether or not medical treatment is sought.

Employees must fill out a First Report of Occupational Injury or Disease form and submit it to the Human Resources Department in a timely manner. Each department/division is responsible to coordinate the benefits to be received by an employee due to a work-related injury with the Human Resources Department. For all circumstances an employee who is off work due to a work-related injury or illness must have a note from a licensed medical care provider taking the employee off work before the injury can be considered compensable under the Workers' Compensation Act, M.C.A. 39-71-701(2).

The City of Missoula's Workers' Compensation administrator and claims processor is:

**Montana Municipal Interlocal Authority (MMIA)**  
**PO Box 6669**  
**Missoula MT 59604**  
**1-800-635-3089**

Physicians need to address claim questions to the above workers' compensation administrator. Claim numbers will be available several days following an injury. When the claim is received, by MMIA, a number will be assigned to the claim.

**A claim number is not required for a physician to file paperwork with MMIA. Please advise physicians to include patient's name, date of injury and employer on paperwork.**

## **B. Early Return to Work**

Employees who are injured on the job must report all injuries to their supervisor within 24 hours of the injury. Employees seeking medical attention must advise their treating physician of the possibility of a light or modified work assignment so the treating physician can evaluate if the employee can return to work in a light or modified capacity. Employees released to light or modified work duties must provide their supervisor with medical certification from their treating physician documenting any specific work restrictions.

It is the responsibility of the employee to ensure their care provider understands the job tasks required of their position so they can determine the proper work restrictions.

Supervisors/Managers will work aggressively to return employees injured on the job back to work as soon as medically feasible. The focus will be to modify the employee's existing position and/or work schedule temporarily, or to refine a position based on the temporary restriction identified by the treating physician.

Light duty will be evaluated based on the departments need and medical treatment of the employee. When an employee is released without restrictions employees must provide their supervisor with medical certification from their treating physician documenting their full release to work. If the injury results in permanent restrictions, medical certification documenting permanent restrictions will be reviewed by the Risk Management Committee.

## **C. Reporting Other Accidents/Incidents**

Employees must report all other vehicle accidents, City property damage and incidents of citizen injury and/or property damage to their supervisor and appointed Safety Coordinator.

The employee will need to fill out the City of Missoula's Incident Report. Attach pictures of entire scene and damage, statements, sketches and other support data as appropriate. Report only factual information – do not speculate.

City employees and officials have a duty to protect the City from unjust accusations and lawsuits. Do not admit liability in any way. This is a matter for the police, the City Attorney, MMIA and others to determine. Employees need to be careful what they say. If an employee says something like "We'll take care of it," the statement may be misconstrued to mean that the City is admitting fault. Employees should not admit guilt or speculate about the cause of the accident; refer questions from citizens to their supervisor.

Refer any questions about the City's responsibilities or liabilities to the supervisor and/or to the City Attorney's Office at 406-552-6020.

Refer to the City of Missoula website for Workers Compensation information and reports.

[Workers' Compensation | Missoula, MT - Official Website](#)

## **X. TRAINING REQUIREMENTS FOR SAFETY & HEALTH**

Human Resources will assist departments and divisions to develop and provide additional safety training when a new safety program is established, employee job assignments change, new substances, processes, procedures, or equipment are introduced, or when a new hazard is identified.

## **XI. EMERGENCY EVACUATION & RESPONSE PLANS**

Each Department and/or Division within the City shall have posted in their work area a current Emergency Evacuation and Response Plan, a copy of which shall be maintained in the Human Resources Department/ Risk Manager.

This plan shall include maps and/or drawings indicating the safe egress from workplaces and buildings and a procedure to be followed by employees in the event of specific emergency situations, such as fire or earthquake. As part of each plan there shall be a designated safe gathering area for employees following such an evacuation, which will allow for a proper accounting of all employees.

## **XII. ALCOHOL AND OTHER DRUGS**

The City of Missoula is committed to maintaining a safe, healthy, and productive work environment which is drug and alcohol free. Substance abuse increases the potential for incidents, absenteeism, sub-standard performance, and poor employee morale. Impaired judgment of employees may have serious financial consequences for the City through increased risk of incidents, potential incident liabilities, increased Worker's Compensation liabilities, and potential faulty decision-making. Substance abuse undermines the City's mission to provide the community with an excellent quality of life through leadership, communication and delivery of services which are responsive to citizen's needs, cost effective, and oriented to the future.

## **XIII. SAFETY AND HEALTH INSPECTIONS AND AUDITS**

Occupational safety and health audits of ALL work teams and work tasks procedures to include work areas shall be conducted ANNUALLY by the work team or department designated safety coordinator and/or safety committee. At least one other informal inspection shall be accomplished annually to assure that hazards are kept at a minimum and safe work practices are enforced. Unannounced formal inspections on OSHA standards may be made by the State of Montana at any time. Departments are encouraged to invite state or OSHA inspectors to do courtesy inspections of City worksites.

## **XIV. HAZARD COMMUNICATION STANDARDS**

All City departments, divisions, and work teams are required to comply with Montana Safety Culture Act and other state and federal statutes including but not limited to those administered by the Montana Department of Labor and Commerce and the Occupational Safety and Health Administration.

1. Read and understand the DOL requirements and incorporated OSHA standards.
2. Maintain a current list of all hazardous chemicals in each workplace.
3. Obtain Safety Data Sheets (SDS) for all chemical substances. Make sure that all employees have easy access to the SDS's.
4. Make sure that all containers are properly labeled.
5. Develop and implement written hazard communication standards program in each department.  
[Montana Department of Labor & Industry \(mt.gov\)](http://montana.gov)

**Resource:** Federal OSHA standard, 29 CFR 1910.1200(g) <https://www.osha.gov/dsg/hazcom/ghs-final-rule.html>

## **XV. OFF THE JOB INJURY CONTROL:**

Off-the-job injuries present many of the same problems to the injured employee and to the City as do on-the-job injuries. Since twice as many injuries occur off-the-job as occur at work, the need for efforts to control them is obvious.

Prevention of off-the-job injuries is an integral part of the City's commitment to safety. The impact of off-the-job injuries upon the efficient operation of city government is the same as on-the-job injuries and includes: absenteeism, disruption of work schedules, pain and suffering. To promote off-the-job safety:

1. Supervisors should devote a portion of the safety meeting for the promotion of off-the-job safety. Appropriate subjects may include seasonal activities such as proper use and handling of firearms (hunting season), boat and water safety, power mower safety, workshop hazards, hazards of home repairs, hazards of do-it-yourself construction projects, etc.. Discuss injuries that have resulted from these activities.
2. Encourage employees to submit ideas for the promotion of off-the-job safety.