George, one of your employees, injures his back while carrying a box off a truck in the loading dock.

Now he’s off work. The costs to you, direct and indirect, are rising: You’ve lost a hard-working employee, your productivity is down, you’re paying a replacement worker to do his job, and your workers’ compensation insurance costs will be impacted.

It’s a multiple hit to your bottom line. You want to be sure your future doesn’t repeat the past. So you decide to do some investigating.

Should George have been moving the box manually? Or should he have been using a forklift or pallet jack? Did he fall? If so, was the dock wet and slippery? Has George ever been taught proper lifting techniques? Should he have asked for assistance from another employee? Has an incident like this happened before? What if anything was done to prevent it?

Digging deep into the circumstances of an accident will help you prevent future accidents in your workplace—ultimately helping your organization avoid unnecessary financial costs and helping your employees and their families avoid personal hardship.

Accidents don’t “just happen.” They’re caused by a series of unsafe behaviors, steps or events.

Most of these factors can be controlled once you’ve investigated the accident and identified them. You may realize you need to take steps to eliminate hazards or improve the workflow. You may identify a need for training, enforcing housekeeping rules or purchasing equipment to make the job less hazardous.

You may find, too, that demonstrating a commitment to employee safety and well-being produces other benefits reflected by more positive employee attitudes about safety and even performance.

The best way to get your organization started doing accident investigations is to have a program in place so you’re ready to act when an accident does happen. Below are some steps to help you set up your program.

Then, to actually investigate an accident, you’ll need to use the systematic approach on page 3, so you’re sure to cover all the bases and arrive at conclusions and action steps that ultimately produce the results you are looking for.

1. Determine who should do the investigating.

Accident investigations are not complex or mysterious. However, the person doing the investigating should have a basic understanding of the job functions and efficient problem-solving techniques.

Consider involving supervisors in accident investigations. The supervisor is often well-suited because he or she:

■ Was there when it happened.
■ Is accountable for the people and equipment.
■ Knows most if not all employees involved.
■ Understands the hazards of the job.
■ Will most likely be the person to implement corrective action.

Accident investigations can also be conducted by members of your safety committee, management, safety personnel, your SFM Loss Prevention representative or a third party.
2. Create a written plan.

Be sure to include:

■ The purpose of investigating accidents—to identify causes, not to place blame.

■ Who is responsible for initiating and conducting each accident investigation.

■ What must be investigated.

■ When, why, where and how to investigate.

■ Who will review the findings and other pointers clarifying the flow of information.

■ Who is responsible for implementing corrective actions.

Having all this in written form will help you in sharing and reviewing the plan with others. It will also, over the years ahead, help your organization stay consistently on track with the goal of finding and eliminating the causes of accidents.

Consider a policy committing your organization to investigating all accidents, as opposed to doing it selectively. Many of the companies with the best loss prevention track records have a “We investigate all accidents” policy.

3. Educate your supervisors about investigating.

This assumes, of course, that supervisors are the persons who will be doing the investigating. They’ll need to be acquainted with the four-point approach to accident investigations on page 3.

Offer examples of the kinds of hazards to look for and questions to ask. Use SFM’s “Accident analysis worksheet” as a guide for your training. This worksheet walks you through a series of questions to ask after every accident or incident and is attached to this CompTalk.

When training on accident investigation, it may also be a good time to retrain your supervisors on their other safety responsibilities including:

■ Training new and existing employees in safe practices.

■ Enforcing safety rules and procedures.

■ Reporting injuries promptly and accurately.

■ Providing positive reinforcement of safe behaviors.

4. Communicate your accident investigation policy.

Depending on your organization, this may be a policy you should include in your employee handbook. It will formalize the procedures and communicate companywide your management’s commitment to investigating and preventing accidents. This might also be a good time to let every employee know his or her responsibilities in the safety process, such as securing a situation immediately and notifying a supervisor.

Your investment of time in organizing and doing accident investigation is well worth it, yielding big returns for your organization in the long run. It’s a vital part of an effective loss prevention program, whether your organization is large or small, labor-intensive or office work.

By understanding why accidents happen in your workplace, taking corrective actions and thereby minimizing future injuries, you are helping build the foundation for a lasting culture of safety.

Instead of paying all those direct and indirect costs of lost-time injuries, you’ll be receiving the direct and indirect rewards of effective loss prevention and a more appreciative, safety-focused workforce.

Use the four-point approach described on the next page along with the attached “Accident analysis worksheet” to investigate accidents on your own or to help others within your organization do so. If the accident is serious or you need help investigating an accident, call your SFM Claims or Loss Prevention representative at (952) 838-4200 or (800) 937-1181.
To investigate an accident, try this four-point approach

These instructions are a systematic approach to analyzing an accident. They’ll help you make sure you’re covering all the bases so you can learn from what’s happened and take the right steps to prevent it from happening again.

You may also find the attached “Accident analysis worksheet” useful. Fill out a worksheet each time you are investigating an incident. The worksheet will help you answer key questions about the incident and walk you through your investigation.

1. Collect data.
   To begin with, you’ll want to find out some basic information about what happened, and then you’ll want to probe deeper.
   Talk to witnesses. Besides the injured employee, others directly involved such as co-workers and the supervisor often can be good sources. Ask:
   - What type of injury occurred? Was it an accident? Body part injured?
   - What type of treatment was received? Physician? Hospital? Clinic?
   - Was there lost time from work? Number of days?
   - What happened and how did it happen? Was any equipment damaged?
   - What caused the incident? Why did it happen?
   - What could be done to prevent recurrence? By whom? When?
   - Was the employee violating safety regulations or specific instruction?
   - What other concerns do you have about this injury?
   Help witnesses think through what they observed about the incident, otherwise you’ll probably get only a small portion of what they really know about it.

   Ideally, accidents should be investigated right away. If an emergency makes that impractical, then do it as soon as you can while the facts are still clear to those involved, witnesses haven’t influenced one another’s thoughts, and the physical conditions haven’t been disrupted.

   Review maintenance and training records. This may help you determine whether the accident was a result of an employee’s unsafe act or an equipment failure.

2. Identify the causes.
   Accident investigation looks at four possible causes:
   - **Equipment:** Is it working properly? Are the guards and other safety precautions present and functioning?
   - **At-risk behaviors:** Were there procedures not implemented? Are safety procedures routinely enforced? Was the employee working alone? Was the employee out of sight from co-workers?
   - **Personnel:** Was the employee properly trained for this particular job? What shift and how long was the employee’s shift? Can the employee read the language on warnings? Was the employee wearing PPE?

   - **Environment:** Was the work area properly lit? Were work surfaces free of clutter and distraction? Was noise an issue? Chemicals? Dust? Was space sufficient to do the task? Was the floor free of clutter?

3. Analyze the findings.
   Examine the facts and observations, and be conscious of what’s missing.
   Your analysis should distinguish between immediate causes and underlying causes. An immediate cause may be an unsafe condition like a mechanical failure such as a broken rung on a ladder. Or it could be an unsafe action by an employee such as running instead of walking. The underlying cause could be poor machine maintenance, a missing guard, a crowded work area, lack of training or supervision.

4. Develop a plan for corrective action.
   The plan should mirror the results you got from your analysis.

   Make recommendations for each of the possible causes identified. After this investigation, for instance, you may suggest changes to machinery, work procedures, employee training, safety process or personnel.
Your findings may help your SFM claims representative, too

While trying to find out why an accident happened, you may run across information useful to your SFM claims representative.

Your information may help SFM’s investigation to determine whether the injured employee is entitled to workers’ compensation benefits, or it may help in handling the claim and shaping its action plan.

You can help by:

1. **Identifying witnesses.** Your SFM claims representative may want to speak to people who saw the incident happen.

2. **Taking pictures.** Photos of the accident scene help document what actually happened.

3. **Saving broken parts.** If a ladder rung broke, save the ladder. If a machine part broke, save the broken piece. Save anything that might be useful in determining the cause of the accident and may help in pursuing subrogation, in which SFM seeks recovery of costs from a third party, like the ladder-maker or machinery manufacturer.

4. **Watching for red flags.** What you have seen or heard may suggest that a claim’s circumstances are questionable and need further investigation. For instance, you may have noticed the employee limping on his way into work that morning, suggesting he was not injured on the job.

Provide your SFM claims representative with any additional information you think may be helpful. This detailed information or “red flags” are important in shaping the claims representative’s “action plan.” Don’t include that information on the First Report of Injury. Instead, use the “Confidential Comments” box on the online form, or if calling into SFM’s Work Injury Hotline, share that information with your claims representative as soon as possible.

Be proactive. Accident situations are all different and appropriate actions may differ based on the specifics. The general idea is that you need to be proactive in finding answers to the who, what, when, where and why of an incident. Dig down. More information is better than less. Act with a sense of urgency or your opportunity may be lost. Find supporting evidence. Be resourceful about what sort of information may be useful to the case.

Some organizations have their claim coordinator doing all the accident investigation work. Others involve supervisors or foreman. In that case, the claims coordinator needs to understand their role and specific responsibilities.
Employee information

Employee’s last name _____________________ First name _____________________ M.I ___________ Social Security # _____________________

☐ Male ☐ Female Supervisors name_________________________ Phone number _____________________

Plant/jobsite address ___________________________________________________ Department/trade _____________________

Specific job worked when injured ________________________________________ Title _____________________

Years of experience in job _____________________ Length of employment _____________________

Injury date _____________________ Injury time ________ ☐ a.m. ☐ p.m. Date reported _____________________

Injury outcome: ☐ Fatality ☐ Lost time ☐ Medical only ☐ Property damage

Type of injury and body parts injured _________________________________________

Accident description

Exact location of accident _________________________________________________

Describe job being done (i.e. loading truck) _________________________________

What occurred? Describe in sequence 1) Employee’s location and position; 2) How he was performing task; 3) What occurred to trigger accident.

Check type of accident:
☐ Struck by  ☐ Contacted by  ☐ Caught in  ☐ Fall- different level  ☐ Repetitive motion  ☐ Exposure to
☐ Struck against ☐ Contact with  ☐ Caught between  ☐ Fall- same level  ☐ Lifting/overexertion  ☐ Slip/trip
☐ Other skill ____________________________________________________________
☐ Other ______________________________________________________________

Analysis of accident causes (Check all that apply)

What did the employee do or fail to do that caused or contributed to the accident?
☐ Failure to make secure  ☐ Riding hazardous equipment  ☐ Used equipment unsafely
☐ Failure to warn or signal  ☐ Took unsafe position/posture  ☐ Used defective equipment
☐ Protective equipment not worn  ☐ Horseplay  ☐ Standard procedure deviation
☐ Nullified safety device  ☐ Failure to make inoperative  ☐ Others _____________________

What employee condition or characteristic caused or influenced unsafe actions?
☐ Unaware of job hazard  ☐ Avoiding discomfort  ☐ Influence of illness
☐ Inattention to hazard  ☐ Influence of fatigue  ☐ Other personal factors
☐ Trying to avoid extra effort  ☐ Impaired vision/hearing  ☐ Tried to gain or save time
☐ Close to floor __________________________________________________________

What condition of tools, equipment or job site caused or contributed to the accident?
☐ Inadequate safety guard/device  ☐ Poor housekeeping  ☐ Illumination/noise/air contamination
☐ Inadequate warning system  ☐ Ergonomic issues  ☐ Close clearance/congestion
☐ Fire or explosion hazard  ☐ Defective tools/equipment  ☐ Hazardous arrangement or storage
☐ Hazardous personal attire  ☐ Unsecured against movement  ☐ Protruding object hazard
☐ Other ______________________________________________________________

What causes contributed to above unsafe conditions?
☐ Caused by employee  ☐ Defective due to normal use  ☐ Management system
☐ Caused by another employee  ☐ Poor housekeeping  ☐ Outside contractor
☐ Safety inspection failure  ☐ Poor preventative maintenance  ☐ Unable to determine cause
☐ Faulty design/construction  ☐ Defective due to abuse/misuse  ☐ Caused by other circumstances: _____________________
Corrective action plan to prevent recurrence

Listed here are a few corrective actions that may help prevent recurrence. Check all that apply. Do not limit yourself to only these tactics. It is a good idea to discuss corrective actions with your Safety Committee and your SFM Loss Prevention representative.

- Retraining of all employees involved
- Retraining of other employees
- Corrective interview of employees
- Job reassignment of employee
- Repair/replace defective equipment
- Conduct special inspection survey
- Require personal protective equipment
- Improve outside conductor controls
- Correction other than these listed:
- Improve inspection procedures
- Clean up hazardous conditions
- Improve cleanup procedures
- Require mandatory pre-job training
- Use safer material & supplies
- Improve environmental conditions
- Perform ergonomic review
- Define safe method
- Improve illumination/noise conditions
- Install/modify safety guards/devices
- Improve storage or arrangement
- Improve design or construction
- Check with manufacturer/supplier
- Establish purchasing standard
- Improve training and follow-up training
- Focus on better enforcement

Additional comments

Person responsible for corrective action ____________________________ By what date ____________________________

Investigation by ____________________________ Date ____________________________

Form reviewed by ____________________________ Date ____________________________

Confirmation date of corrective action ____________________________

Additional information

Do you have any reason to doubt the validity of this claim?  Yes  No
If yes, please explain.

Has the injured employee had any recent problems with attendance or performance of his or her job?  Yes  No
If yes, please explain.

Are you aware of any other prior injuries or personal conditions the injured employee may have that impacts this claim?  Yes  No
If yes, please explain.

Witness information

Witnesses:  Name ____________________________ Telephone number ____________________________

Name ____________________________ Telephone number ____________________________

Name ____________________________ Telephone number ____________________________

Name ____________________________ Telephone number ____________________________

Witness comments or pertinent information