

**SAFETY & HEALTH
CONFERENCE**
FOR ALL SAFETY PROFESSIONALS
2024



OHS Legislative & Regulatory Update 2024

Adele L. Abrams, Esq., ASP, CMSP

President

Law Office of Adele L. Abrams PC

www.safety-law.com



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The Home Stretch



- Enforcement Initiatives:
 - IBI enforcement (former “egregious” policy)
 - Placement in SVEP – with impact from NLRB “Joint Employer” definition changes
 - Increase use of employer injury/illness data for enforcement – new SST program launched in 2023
- More multi-employer citations (following OSHA court victory)
- Continued emphasis on “gig” workers and misclassification of employees as contractors – NLRB’s 2023 Independent Contractor rule(6/23) under CRA challenge in Congress
- Heightened whistleblower protection enforcement under Sec 11C and 29 CFR 1904.36
 - New manual with over a dozen new whistleblower policies:
https://www.osha.gov/sites/default/files/enforcement/directives/CPL_02-03-011.pdf



Agency Collaboration

- 11/21: DOL, NLRB, & EEOC launched joint initiative on retaliation issues when workers exercise their protected labor rights
 - Includes collaboration among agencies to protect workers on issues of unlawful retaliatory conduct, worker outreach, educating public; and engaging with employers, business organizations, labor organizations, and civil rights groups
- 1/2022: DOL & NLRB signed new MOU strengthening the agencies' partnership and outlining procedures on information-sharing, joint investigations, and enforcement activity, as well as training, education, and community outreach
- 10/23: NLRB & OSHA entered new agreement, enabling the agencies to closely collaborate by more broadly sharing information, conducting cross-training for staff at each agency, partnering on investigative efforts within each agency's authority, and enforcing anti-retaliation provisions.
 - The agencies also [released a resource](#) on “Building Safe & Healthy Workplaces by Promoting Worker Voice” which provides tools and key references for employers and workers on working collaboratively to create and maintain safe workplaces, including resources on collective bargaining and compliance.

NLRB Independent Contractor Test 2023

NLRB reinstated its *Fedex II* standard, under which it evaluates the common law factors set forth in the Restatement (Second) of Agency:

- The extent of control by the putative employer
- Whether the individual is engaged in a distinct occupation or business
- Whether the work is usually done under the direction of the employer or by a specialist without supervision
- The skill required in the particular occupation
- Whether the employer or individual supplies the instrumentalities, tools, and place of work
- The length of time for which the individual is employed or engaged
- The method of payment (whether the individual is paid by time or by the job)
- Whether the work is part of the regular business of the employer
- Whether the parties believe they are creating an independent contractor relationship, and
- Whether the putative employer is or is not a business.



NLRB Independent Contractor Rule (2)

- The Board noted that it will continue to consider evidence of entrepreneurial opportunity in its analysis, including whether the putative independent contractor:
 - Has a realistic ability to work for other companies
 - Has proprietary or ownership interest in their work, and
 - Has control over important business decisions, such as the scheduling of performances; the hiring, selection, and assignment of employees; the purchase and use of equipment; and the commitment of capital.
- However, the Board will now consider a putative contractor's entrepreneurial opportunity along with the other traditional common-law factors, rather than treating it as a so-called "super-factor."

DOL Proposed Independent Contractor Rule



Rule would restore the multi-factor “totality of the circumstances” analysis from Obama Admin and eliminate emphasis on “entrepreneurial opportunity” (Trump’s rule) – final rule is due 10/2023

- Important b/c OSHA and MSHA adopt DOL definitions and these impact citation policies and defenses – DOL also focused on worker misclassification now!
- DOL proposed independent contractor rule applies a six-factor economic reality test that examines the following areas:
 1. the extent to which the performed work is integral to the employer’s business;
 2. a worker’s level of investment in facilities and equipment;
 3. the nature and degree of control in the working relationship;
 4. a possible contractor’s opportunity for profit or loss;
 5. the amount of foresight and initiative judgment the worker needs to be successful; and
 6. how permanent or temporary the work relationship is.
- ✓ NOTE: the proposed DOL independent contractor rule’s economic reality test looks at the **totality** of the circumstances surrounding a **particular** worker when determining whether they are really an independent contractor.

IBI Enforcement Policy

- OSHA expanded its “egregious violation” policy to allow its use in high gravity serious violation cases, and recordkeeping cases, rather than limiting it to willful/repeated citations.
- Now called “instance-by-instance” (IBI) cases, the 1/26/23 policy revisions take effect in 60 days, and allow multiple citations and penalties for a single occurrence
- Factors to be considered include:
 - The employer has received a willful, repeat, or failure to abate violation within the past five years where that classification is current
 - The employer has failed to report a fatality, inpatient hospitalization, amputation, or loss of an eye pursuant to the requirements of 29 CFR 1904.39
 - The proposed citations are related to a fatality/catastrophe
 - The proposed recordkeeping citations are related to injury or illness(es) that occurred as a result of a serious hazard.
 - Instance-by-instance citations may be applied when the text of the relevant standard allows (such as, but not limited to, per machine, location, entry, or employee), and when the instances of violation cannot be abated by a single method of abatement.



Severe Violator Enforcement Program

- OSHA relaunched revised SVEP in 10/22, building on original 2010 program
- OSHA's updated SVEP criteria include the following:
 - Program placement for employers with citations for at least two willful or repeated violations or who receive failure-to-abate notices based on the presence of high- gravity serious violations.
 - Follow-up or referral inspections made one year – but not longer than two years –
 - after the final order
 - Potential removal from the Severe Violator Enforcement Program three years after the date of receiving verification that the employer has abated all program-related hazards.
 - Employers' ability to reduce time spent in the program to two years, if they consent to an enhanced settlement agreement that includes use of a safety and health management system with seven basic elements in OSHA's Recommended Practices for Safety and Health Programs (I2P2).

SVEP Criteria



OSHA designates employers as "severe violators" if they have an inspection meeting one or more of the following criteria:

- **Fatality/Catastrophe Criterion:** A fatality/catastrophe inspection in which OSHA finds one or more willful or repeated violations or failure-to-abate notices based on a serious violation related to a death of an employee or three or more hospitalizations.
- **Non-Fatality/Catastrophe Criterion Related to High-Emphasis Hazards:** An inspection in which OSHA finds two or more willful or repeated violations or failure-to-abate notices (or any combination of these violations/notices), based on **high gravity serious violations** related to a **High-Emphasis Hazard** (e.g., fall hazards and those related to NEPs: amputations, combustible dust, crystalline silica, excavation/trenching, lead, and shipbreaking)
- **Non-Fatality/Catastrophe Criterion for Hazards Due to the Potential Release of a Highly Hazardous Chemical (Process Safety Management):** An inspection in which OSHA finds three or more willful or repeated violations or failure-to-abate notices (or any combination of these violations/notices), based on high gravity serious violations related to hazards defined in the PSM standard.
- **Egregious Criterion:** All IBI enforcement actions will be considered SVEP cases.

VPP Revisions Coming!



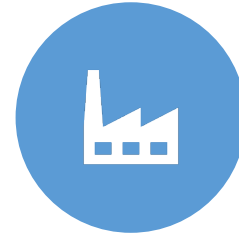
2/16/23 - OSHA PUBLISHED A REQUEST FOR COMMENTS ON WAYS TO “MODERNIZE” ITS DECADES-OLD VOLUNTARY PROTECTION PROGRAM (VPP)



POTENTIAL CHANGES INCLUDE CHARGING A FEE FOR VPP PARTICIPATION, OFFERING NEW INCENTIVES FOR JOINING THE PROGRAM, AND SWITCHING TO A “TIERED” APPROACH FOR WORKSITE RECOGNITION.



VPP WORKSITES HAVE A “DART” RATE THAT AVERAGES 53% BELOW THE AVERAGE FOR THE PARTICIPANT’S INDUSTRY SECTOR (NON-CONSTRUCTION) AND 60% LOWER FOR CONSTRUCTION.



VPP IS AVAILABLE TO DIVERSE INDUSTRIES: EMPLOYERS AND CONTRACTORS,, UNION AND OPEN SHOPS, SITE-BASED AND MOBILE WORKFORCE SITES. THERE ARE APPROXIMATELY 2,200VPP SITES CURRENTLY.



COMMENTS CLOSED
4/14/23 –
DOCKET INFO:
WWW.REGULATIONS.GOV



OSHA 2023 Fall Prevention NEP

- Effective 5/1/23, OSHA launched a fall prevention NEP covering both construction & general industry
 - Program will be reviewed in 6 mo. to determine effectiveness by analyzing both citations and fall hazard data
 - State plans must notify of intent but adoption is not mandatory
- For non-construction, NEP targets the following activities:
 - Roof top mechanical work/maintenance
 - Utility Line Work/maintenance (Electrical & Cable)
 - Arborist/tree trimming
 - Holiday light installation
 - Road sign maintenance/billboards
 - Power washing buildings (not connected with painting)
 - Gutter cleaning
 - Window cleaning
 - Communication Towers
 - For other non-construction work, when worker is observed working at height, inspection MAY be initiated upon approval of area office – if inspection not warranted, CSHO will conduct outreach on Fall Protection

OSHA Warehouse Safety NEP



CPL 03-00-026 - [National Emphasis Program on Warehousing and Distribution Center Operations](#) - launched 07/13/2023 and is OSHA-wide (state plan notice of intent and adoption is required)

- Covers inspections at warehousing and distribution center operations, mail/postal processing and distribution centers, parcel delivery/courier services, and certain high injury rate retail establishments
 - NEP will focus on workplace hazards common to those industries, including:
 - powered industrial vehicle operations,
 - material handling/storage,
 - walking-working surfaces,
 - means of egress, and fire protection.
- ***Heat and ergonomic hazards must be considered during all inspections covered by this NEP and a health inspection shall be conducted if OSHA learns that heat and/or ergonomic hazards are present.***

OSHA's RCS Enforcement Initiative



- 9/25/23 OSHA launched new initiative for Regions 1 through 8, focusing on enhanced enforcement and compliance assistance to protect workers in the engineered stone fabrication and installation industries – state plans MUST adopt!
 - Targets two sectors: NAICS 327991 (cut stone and stone product manufacturing) and 423320 (brick, stone and related construction material merchant wholesalers)
- Initiative supplements the current OSHA NEP for RCS (CPL 03-00-023, 2/4/2020) and inspections will count toward the agency goal of 2% of inspections being silica-related
- NIOSH/CDC data showing accelerated silicosis cases among stone fabrication workers – including two fatalities, auto immune and latent TB cases – OSHA also references the JAMA 2023 study with advanced silicosis
- Nearly 9,000 employers and 100,000 employees are within the scope of the new enforcement program
- Highest silica levels associated with manufactured countertops, where silica is mixed with resins, adhesives and pigments and products have up to 93% silica (versus < 50% in most natural stone) and the components can also increase risk of occupational asthma
- Tasks at highest risk include cutting, grinding, polishing, QC, maintenance and housekeeping

OSHA Heat Illness Prevention NEP 4/22



OSHA NEP looks for employers to incorporate the following into a prevention program, and can enforce via GDC, recordkeeping/reporting, training rules:

- a) A training program informing employees about the effects of heat stress, and how to recognize heat-related illness symptoms and prevent heat-induced illnesses;
- b) A screening program to identify health conditions aggravated by elevated environmental temperatures;
- c) An acclimation program for new employees or employees returning to work from absences of three or more days;
- d) Specific procedures to be followed for heat-related emergency situations; and
- e) Provisions that first aid be administered immediately to employees displaying symptoms of heat-related illness.

Other OSHA National Emphasis Programs



- Combustible dust – CPL 03-00-008
- Hazardous machinery (LOTO & Amputations) – CPL 03-00-022
- Hexavalent Chromium - CPL 02-02-076
- Lead – CPL 03-00-009
- Primary Metals - CPL 03-00-018
- Process Safety Management – CPL 03-00-021
- Shipbreaking – CPL 03-00-020
- Crystalline Silica – CPL 03-00-023
- Trenching & Excavation – CPL 02-00-161



Final Changes: OSHA E-Recordkeeping Rule

- OSHA finalized changes to its e-Recordkeeping rule that took effect 1/1/2024
 - Does NOT address antiretaliation provisions, only record submission
- All records submitted electronically will be publicly searchable on OSHA website but will redact personal identifiers of workers (company name WILL be identified as well as worksite name).
- Revises NAICS codes that trigger submission of 300A logs by “small”
- employers (redefined as 20-99 employees at a worksite).
- Adds new submission requirements for specified employers (using NAICS) with 100+ workers at a worksite—have to submit Form 300 and Form 301 PLUS 300A summary
 - Other employers with 250+ employees continue to submit Form 300A only.

Fall 2023 Reg Agenda



Pre-rule stage – Key Items:

- Mechanical Power Presses. OSHA is analyzing comments from a Request for Information in 2021.
- Workplace Violence in Healthcare and Social Services. Watch for *potential* that the scope of this rule could be expanded, in light of the many mass shootings at retail, service, education and other workplaces -- some unions have called for expansion of state OSHA workplace violence rules. Agency now analyzing comments on SBREFA report.
- Blood Lead Level for Medical Removal. OSHA is reviewing comments from 2022 ANPRM – comments under review. This impacts those doing welding work, as well as those engaged in demolition and waste removal activities, and shooting ranges.
- Heat Illness. SBREFA process concluded and response to draft report is public and under analysis by OSHA. Federal rule will impact workplaces in terms of regulating exposure to both indoor and outdoor heat sources.
 - There are already mandated heat exposure reduction standards in a number of states that run their own OSHA programs (e.g., California, Washington, Oregon, Minnesota) and Maryland is developing a rule (early stages)

Fall 2023 Reg Agenda -2

Proposed rule stage – Key items:

- PPE in Construction. NPRM was published in June 2023 (could spill over to Gen Industry). Women workers and some small statured male workers often are not provided with appropriately fitting Personal Protective Equipment (PPE).
- Powered Industrial Truck Design. The NPRM was published in February 2022, and would update the currently adopted ANSI standard from 1969 and replace it by incorporating more current (2019/2020/2021) ANSI standards for forklifts and other powered industrial trucks. Agency analyzing comments (no due date)
- Respirable crystalline silica: NPRM due in January 2024 to address medical removal.
- Walking Working Surfaces amendments. The NPRM for the general industry fall protection rule plans to re-open the rulemaking record May 2023, but this is largely a technical correction.
- LOTO: Changes to allow more computerized/electronic LOTO – NPRM due 8/24
- Welding in Confined Spaces (construction: NPRM due 2/24
- Others include: Infectious Disease, amendment to crane standard, communication tower, emergency responder proposal, tree trimming rule

19

➤ ***Worker Walkaround Representative Designation. This would “clarify” that the designated representative does not need to be an employee if the representative is so designated by workers, including a union rep or community organizer. This reinstates the “Fairfax” memo from OBAMA OSHA. NPRM comments are closed!***

Fall 2023 Reg Agenda - 3



Final Rule Stage:

- Hazard Communication update, (overdue from 11/23). While primarily impacting chemical manufacturers, it will also have an impact on importers and distributors and will likely require retraining of all workers to understand the changes in labeling and chemical classification. (NOT at OMB yet)
- Tracking of Workplace Injuries and Illnesses (to require electronic submission of OSHA 300A forms by certain employers of 20 to 99 workers, and expanded submissions by employers of 100 or more to include the OSHA Accident Forms 300 and 301). Final rule released now and takes effect 1/1/24
 - *A lawsuit by unions to force OSHA, to restore the 2016 requirements that were eliminated under the Trump administration, had been on hold but with the recently announced delay, the litigants have threatened to activate the case.*

Meanwhile at MSHA ...

- **MSHA Powered Haulage final rule was released 12/2023 – will apply to contractors and delivery drivers at mine sites (program, maintenance & inspection requirements - \$313K max penalty)**
- **MSHA proposed crystalline silica rule was issued and comment period closed 9/11/23. Similar to OSHA²⁰ rule except credit not given for PPE. Due by 4/24 (CRA considerations)**

Heat Stress Prevention ANPRM



- OSHA issued ANPRM on 10/27/21 for a new rule on “Heat Injury and Illness Prevention in Outdoor and Indoor Work Settings” - proposal reopened for additional comment on SBREFA response to draft rule – comments closed 12/23/2023 (Docket No. OSHA-2021-0009).
 - Proposal covers both outdoor and indoor work settings, and background information can be found on OSHA’s Heat Injury and Illness SBREFA website at <https://lnkd.in/gmj2qBvU>.
- OSHA lost key heat stress case where OSHRC held it could not use the National Weather Services’ “Heat Index” for enforcement - *Secretary of Labor v. A.H. Sturgill Roofing, Inc.* This necessitated a rulemaking in order for OSHA to be able to regulate this hazard at the federal level.
- “*Excessive heat* “ as including outdoor or indoor exposure to heat at levels that exceed the capacities of the body to maintain normal body functions and may cause heat-related injury, illness, or fatality.
- OSHA seeks public comment on the nature and extent of hazardous heat in the workplace and interventions and controls to prevent heat-related injury and illness, including measuring heat exposures, strategies to reduce it, personal protective equipment and other controls, and worker training and engagement
- ANPRM Federal Register notice is: https://www.govinfo.gov/content/pkg/FR-2021-10-27/pdf/2021-23250.pdf?utm_source=federalregister.gov&utm_medium=email&utm_campaign=subscription+mailing+list

MSHA Silica Rulemaking



- MSHA’s NPRM for Respirable Crystalline Silica: **“Lowering Miners' Exposure to Respirable Crystalline Silica and Improving Respiratory Protection”**
 - Proposal in 7/13/23 *Fed. Reg.* - comments closed 9/11/23 (15 day extension was granted and several public hearings were conducted for ANPRM and NPRM)
 - Would take effect 4 months after publication (proposed)
- MSHA currently does not credit PPE such as respirators as a control – conflict with OSHA Table 1
 - Proposed rule says respirators are ONLY FOR TEMPORARY USE while engineering controls being developed or implemented, and where necessary by nature of work involved (must be 100 series or greater – no more N95)
 - Mine operator must have respiratory protection program that complies with ASTM F3387-19
 - If miner is unable to wear respirator, would receive compensation at regular rate of pay or can be transferred back to regular work once respirators no longer required
 - Will potentially generate confusion for contractors accustomed to following the OSHA construction/general industry silica rules
 - MSHA indicates it plans to issue same rule for coal and MNM mines

MSHA Silica Enforcement Initiative

- On 6/10/22, MSHA launched a silica enforcement program, targeting mines with histories of overexposures or MSHA citations for silica violations – initiative targets sand plants in particular **and** holds supervisors responsible personally under Sec 110C (up to \$85K fine)
 - Using both historical MSHA samples AND internal sampling showing overexposures for enforcement (internal used to show knowledge – pattern or practice – of overexposures)
 - All MSHA sampling data is publicly viewable – potential for tort litigation and class actions in the future
 - Contractors working at mines may be sampled and are considered “miners” and “mine operators”
- Section 104(b) withdrawal orders will be issued if silica citations are not timely abated – MSHA is very directive in terms of engineering controls they will accept
- Worker rotation may be issue in MSHA rulemaking b/c of silica’s classification as a Group 1 Human Carcinogen
- MSHA is demanding historical sampling data, occupational health program info, medical surveillance, worker chest X-rays, worker’s comp files on silica-related illness, and current/former workers’ contact info – has 5-year statute of limitations
 - MSHA has right to worker health records and worker’s comp info because it is a public health agency and is exempt from HIPAA

MSHA's Surface Mobile Equipment Final Rule

Rule Highlights:

- Applies to all operations regardless of how many miners are employed (proposed rule applied to sites with 5+ miners)
- Conveyors are not included (same as proposed rule)
- Operators must create written program addressing mobile equipment safety including:
 - Identifying and analyzing mobile equipment hazards; take actions to reduce site-specific risks
 - Maintenance procedures and schedules for mobile equipment
 - Identifying currently available and newly emerging feasible technologies (does not require adoption)
 - Training miners and other persons at the mine necessary to perform work
- Program evaluation by responsible person at least annually, or as mining conditions/work practices change that may affect health and safety
 - During program development and updates, operators must consult with miners & their representatives
 - Program may be hard copy or electronic & available on request of miner or inspector
- Part 45 independent contractors will create and implement their own programs; operators can integrate contractor programs into their own if they wish
- Published in 12/20/23 Fed Reg – effective 1/19/24, but compliance due 7/17/24

MSHA's Powered Haulage EEP



- Launched in 5/2022, is part of regular inspections but also addresses trend of accidents involving customer and contract truck drivers, and managers performing mining tasks
- Focus on the following standards, PLUS task and site-specific hazard training:
 - Control of equipment: 56/57.9101
 - Use of Seat Belts: 56/57.14131
 - Chocking of Wheels: 56/57.14207
 - Pre-operational Inspection: 56/57.14100(a)
 - Maintaining brakes in functional condition: 56/57.14101(a)(3)
- Any citations issued under EEP may be considered for special assessment (up to \$313K)

E-Recordkeeping Whistleblower Provisions

- Final rule contains provisions -- 29 CFR 1904.35 (Employee involvement) and 1904.36 (Prohibition against discrimination) – intended to encourage complete and accurate reporting of workplace injuries and illnesses:
 - Employers must inform employees of their right to report work-related injuries and illnesses free from retaliation. This obligation can be satisfied by posting the April 2015 (or later) version of OSHA’s *Job Safety and Health – It’s the Law* poster (www.osha.gov/Publications/poster.html).
 - An employer’s procedure for reporting work-related injuries and illnesses must be “reasonable” and must not deter or discourage employees from reporting.
 - An employer may not discharge or otherwise discriminate against employees for reporting work-related injuries or illnesses
 - This was interpreted under Obama to include drug testing solely due to injury report, disparate discipline and safety incentive programs where worker was denied prize or benefit due to injury

OSHA's Whistleblower Provisions



Statute: Section 11(c)(1) of Occupational Safety & Health Act of 1970:

*“No person shall discharge or in any manner discriminate against any employee because such employee has filed any complaint or instituted or caused to be instituted any proceeding under or related to this Act or has testified or is about to testify in any such proceeding or because of the exercise by such employee on behalf of himself or others of any right afforded by this Act.” [**30 DAY STATUTE OF LIMITATIONS**]*

Code: 29 CFR 1904.36 states:

“In addition to protections in 1904.35, the final rule also codifies Section 11(c) into recordkeeping regs, stating:

Section 11(c) of the OSH Act also prohibits you [Employer] from discriminating against an employee for reporting a work-related fatality, injury or illness. That provision of the Act also protects the employee who files a safety and health complaint, asks for access to the part 1904 records, or otherwise exercises any rights afforded by the OSH Act.”

[180-day SOL for issuance of citations]

OSHA Policy on Drug Tests

- Trump OSHA issued “clarifying” policy on 10/11/2018:
<https://www.osha.gov/laws-regs/standardinterpretations/2018-10-11>
- **Biden administration affirmed the 2018 policy in its 2022 whistleblower handbook rev:**
 - Random drug testing.
 - Drug testing unrelated to the reporting of a work-related injury or illness.
 - Drug testing under a state workers’ compensation law.
 - Drug testing under other federal law, such as DOT regs for CDL
 - Drug testing to evaluate the root cause of a workplace incident that harmed or could have harmed employees
- ***If the employer chooses to use drug testing to investigate the incident, the employer should test all employees whose conduct could have contributed to the incident, not just employees who reported injuries, and DOCUMENT!***

ESG & SEC Rulemaking

- SEC is moving toward issuing new “Climate Change Disclosure” rules requiring corporate disclosure of ESG-related activities – **Proposed Rule (140 pages) was in 4/11/22 Federal Register (87 Fed Reg 21334) – final rule due in 4/24!**
- SEC proposal requires registrants to provide certain climate-related info in registration statements and annual reports, including greenhouse gas emissions and other metrics
- Proposal also requires info about registrant’s “climate-related risks” reasonably likely to have “material impact on its business, results of operations, or financial condition” disclosure rule with transparency
- Companies would have to conduct 3 levels of analysis on climate impact: (1) direct impact of ops in terms of products made; (2) indirect effects on environment from using electricity, trucks, vehicles; and (3) **assess “carbon footprint” of suppliers, business travel & assets that company leases**
 - Only “material” disclosures would be required (#3 only applies to largest companies)



TWH: The Next Frontier?

Issues Relevant to Advancing Worker Well-being Using *Total Worker Health*® Approaches

Prevention and Control of Hazards and Exposures

- Biological Agents
- Chemicals
- Ergonomic Factors
- Physical Agents
- Psychosocial Factors
- Risk Assessment and Management

Built Environment Supports

- Accessible and Affordable Health Enhancing Options
- Clean and Equipped Breakrooms, Restrooms, and Lactation Facilities
- Healthy Workspace Design and Environment
- Inclusive and Universal Design
- Safe and Secure Facilities

Community Supports

- Access to Safe Green Spaces and Pathways
- Healthy Community Design
- Safe and Clean Environment (Air and Water Quality, Noise Levels, Tobacco-Free)
- Safe, Healthy, and Affordable Housing Options
- Transportation and Commuting Assistance

Compensation and Benefits

- Adequate Wages and Prevention of Wage Theft
- Affordable, Comprehensive, and Confidential Healthcare Services
- Chronic Disease Prevention and Management Programs
- Continual Learning, Training, and (Re-)Skilling Opportunities
- Disability Insurance (Short- and Long-Term)
- Employee Assistance and Substance Use Disorder Programs
- Equitable Pay, Performance Appraisals, and Promotions
- Minimum Guaranteed Hours
- Paid Time Off (Sick, Vacation, Caregiving, Parental)
- Prevention of Healthcare Cost Shifting to Workers
- Retirement Planning and Benefits
- Work-Life Programs
- Workers' Compensation Benefits

Healthy Leadership

- Collaborative and Participatory Environment
- Corporate Social Responsibility
- Responsible Business Decision-Making
- Supportive Managers, Supervisors, and Executives
- Training
- Worker Recognition, Appreciation, and Respect

Organization of Work

- Adequate Breaks
- Comprehensive Resources
- Fatigue, Burnout, Loneliness, and Stress Prevention
- Job Quality and Quantity
- Meaningful and Engaging Work
- Safe Staffing
- Work Intensification Prevention
- Work-Life Fit

Policies

- Elimination of Bullying, Violence, Harassment, and Discrimination
- Equal Employment Opportunity
- Family and Medical Leave
- Human and Natural Resource Sustainability
- Information Privacy
- Judicious Monitoring of Workers and Biomonitoring Practices
- Optimizing Function and Return-to-Work
- Prevention of Stressful Job Monitoring Practices
- Reasonable Accommodations
- Transparent Reporting Practices
- Whistleblower Protection
- Worker Well-Being Centered
- Workplace Supported Recovery Programs

Technology

- Artificial Intelligence
- Robotics
- Sensors

Work Arrangements

- Contracting and Subcontracting
- Free-Lance
- Global and Multinational
- Multi-Employer
- Non-Standard
- Organizational Restructuring, Downsizing, and Mergers
- Precarious and Contingent
- Small- and Medium-Sized Employers
- Temporary
- Unemployment and Underemployment
- Virtual

Workforce Demographics

- Diversity and Inclusivity
- Multigenerational
- Productive Aging across Lifecourse
- Vulnerable Workers
- Workers with Disabilities

QUESTIONS?

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Adele L. Abrams, Esq., ASP, CMSP

safetylawyer@gmail.com

301-595-3520 office

301-613-7498 mobile



LAW OFFICE OF
ADELE L. ABRAMS P.C.